

August 1993

# INSCOM JOURNAL



- ❑ Stallings Wins MacArthur Award
- ❑ Special Feature — FM 100-5, *Operations*
- ❑ 'One MI Team, One MI Voice'



INSCOM Commander  
Maj. Gen. Charles F. Scanlon

Chief, Public Affairs  
Maj. Donna L. Walthall

Command Information Officer  
Mrs. Jeanette D. Lau

Editor-in-Chief  
Mrs. Phoebe Russo

Art Director  
Mrs. Sue-Simone Hennen

Senior Editor  
Sgt. 1st Class Janet Thierichen

Contributing Editor  
Ms. E. C. Camner

Associate Editor  
Mrs. Gloria Donovan

Production Assistants  
Spc. Hughes Eneh  
Spc. Jeanne M. Colby  
Miss Melissa Gill

The *INSCOM Journal* (ISSN 0270-8906) is published monthly by the U.S. Army Intelligence and Security Command, Fort Belvoir, VA 22060-5370. Third class postage paid at Alexandria, VA. POSTMASTER: Send address changes to: HQ USAINSCOM, ATTN: IAPAO, *INSCOM Journal*, Fort Belvoir, VA 22060-5370.

The *INSCOM Journal* is the unofficial Command Information publication authorized under the provisions of AR 360-81. It is produced by photo-offset and serves the members of USAINSCOM and other members of the intelligence community. Circulation is 4,000 copies per issue. Unless otherwise stated, opinions expressed herein do not necessarily represent those of HQ USAINSCOM or Department of the Army. Further, unless stated, *INSCOM Journal* articles are not usually copyrighted and may be reprinted with proper credit given. Articles printed in the *INSCOM Journal* with the notation "used with permission" will not be reprinted in other publications unless permission is granted by the original source. Manuscripts and photos submitted for publication, or correspondence concerning the *INSCOM Journal*, should be mailed to HQ USAINSCOM, ATTN: IAPAO, *INSCOM Journal*, Fort Belvoir, VA 22060-5370. Phone AC (703) 806-6325/5326 or DSN 656-5326.

# INSCOM Journal

August 1993 Volume 16, No. 7

## Commander's Corner

- 1 Farewell to INSCOM

## Features

- 2 Stallings Wins MacArthur Award  
*Capt. John A. Thurston*

- 4 All in the Family  
*Ellen Camner*

- 8 End of an Era... McKnight Bids Farewell as INSCOM Soldiers Render Final Honors  
*Sgt. 1st Class Janet K. Thierichen*

- 10 'One MI Team, One MI Voice'  
*Ellen Camner*

- 11 Unmanned Aerial Vehicles Take to the Skies  
*Sgt. 1st Class Kiki Bryant*

- 12 Paying Respect *Staff Sgt. Paul J. Ebner*

- 14 Expert Instruction Provided by INSCOM Adjunct Faculty Program  
*Chief Warrant Officer James B. Mandel*

- 15 Llewellyn Assumes Command  
*Maj. Maurice Raeford*

- 16 Soldiers and Airmen Deploy to Aid Chinese Refugees  
*Air Force Staff Sgt. Kevin C. Karosich*

- 18 742nd MI Battalion Receives Army Superior Unit Award  
*Maj. Ben Lukefahr*

- 19 FM 100-5, *Operations*  
*Maj. Donna L. Walthall*

- 27 U.S./ROK TECHINT Teams Conduct Joint Training  
*1st Lt. Anthony R. Wiggins*

- 28 Airborne! *Capt. John P. Holland*

- 29 Tarbet Assumes Command of 300th MI Brigade (Linguist) ARNG  
*Capt. Val Peterson*

- 30 Wright Takes Command of 470th MI Brigade  
*1st Lt. Merle V. Bickford*

## Personnel Issues

- 31 Drawdown-Targeted Civilians Have CARE-ing Support System  
*Army News Service*

## Security Reminder

- 32 Why Do We Need Automation Security? *Barbara Beakes*

## Safety

- 34 Safety Measures for the 'Backyard Mechanic' *U.S. Army Safety Center*

## Excellence in INSCOM

## Health & Fitness

- 38 Let's Get Physical  
*Jim Garamone*

- 40 Solving the Fat Mystery  
*Maj. R.J. Struth Jr.*

## Transition Assistance

- 41 Check Personal Credit Report Accuracy *AFIS*

## Total Army Newslines...

- 44 50th Anniversary of WW II — August 1943

## Calendar of Events

## Puzzle

Computer Terminology  
*Karen C. Morton*

Cover Photo: Members of a 470th MI Brigade color guard stand at attention.

(U.S. Army photo)



# Farewell to INSCOM

Maj. Gen. Charles F. Scanlon

The time has come for me to say farewell to the soldiers and civilians of the U.S. Army Intelligence and Security Command. It has been a great honor to serve as the commander of such a professional organization and with such outstanding and dedicated people. I will pass the INSCOM colors to Maj. Gen. Paul E. Menoher Jr. on August 12, and that event will open a new chapter in the history of INSCOM. As I depart the command, I will retire on September 1 from the U.S. Army and close the book on 35 breathtaking years of service to the nation.

These past three years at INSCOM have been a particularly exciting and gratifying time of achievement beginning with Desert Shield and Desert Storm. When I took command on Oct. 11, 1990, INSCOM was already supporting our Army in its campaign to stop Iraqi aggression in the Persian Gulf. We deployed soldiers and civilians from around the world to Saudi Arabia, conducted intelligence operations, provided counterintelligence and operations security support and produced timely, multi-discipline intelligence products for the war-fighting commanders. We contributed to one of the most spectacular victories in American history.

During and after Operations Desert Shield and Desert Storm, INSCOM continued to serve the Army in many other parts of the world. INSCOM soldiers were among the first deployed to Somalia in support of Operation Restore Hope, and today we are actively involved in efforts to restore peace on the European continent. INSCOM soldiers and civilians have regularly participated in many successful military exercises around the globe, such as Bold Knight, Dragon Hammer and Team Spirit and worked alongside allies on six continents. Our participation in the war on drugs has increased dramatically, and INSCOM support has assisted in the fall of drug lords and the seizure of millions of dollars of illicit drugs. Making all of these operational successes possible were the untiring efforts of INSCOM professionals working to continuously improve mission analysis, techni-



cal capabilities, proactive management of change, communications, automation and smarter ways to do the job. I am immensely proud of these achievements and your many other accomplishments over the past three years.

For the future, budget reductions and the downsizing of the Defense Department present the Army and INSCOM with many new challenges: new missions, force sizing and restructuring, force projection, new bases and facilities and stationing. As strident as these new challenges will be, I know with certainty that the required talent to take them on is resident in INSCOM, in military intelligence and in the Army!

To all the soldiers, civilians and families of INSCOM, I say thank you for your hard work and your loyalty to me, to INSCOM and to the Army. I appreciate your sacrifices and the many contributions you make as individuals, team players, and trained and ready units. The security of our Army and our country and the cause of freedom are magnificently safeguarded in your capable hands. I also thank my wife, BJ, my daughters, Teri, Ashlyn, and Kellie, and my son Brett and their families for their loving and faithful support to me and our Army during our 35-year career.

Finally, I ask that you provide Maj. Gen. Menoher with the same loyalty and dedication you have given me. Together, you'll make a great team. Remember, the critical ingredients that have made military intelligence in the U.S. Army the best of any army in the world are: dedicated people, superb training and intelligence skills, and quality intelligence support. Keep it that way! *Mission First, People Always!*

# Stallings Wins MacArthur Award

By Capt. John A. Thurston

*Duty, honor, country.*

The General Douglas MacArthur Leadership Award is presented to a company-grade officer who best dem-

onstrates these principles. Sponsored by the MacArthur Foundation, it is awarded to a member in each major Army command.

Capt. Ronald R. Stallings with wife Kimberly M. and their daughters, Amber (left), 4, and Jasmine, 3. (Photos by Russ Meseroll)



The Intelligence and Security Command winner for 1992 is Capt. Ronald R. Stallings, Commander, Alpha Company, 202nd Military Intelligence Battalion, 513th MI Brigade. He was honored May 27 at the sixth annual MacArthur Leadership Award Ceremony by Army Chief of Staff Gen. Gordon R. Sullivan.

"I was very surprised," Stallings said. "Sometimes I get so wrapped up in the job that it takes something like this to make me slow down long enough to look back at some of the things I've done or some of the opportunities I've been awarded. It's an honor to be selected. There are a lot of deserving officers out there — I work with some every day here in the 202nd MI Battalion."

Stallings may have been surprised, but those who work with him know that the selection board picked the right officer.

He was recognized for his performance as the Assistant Battalion Operations Officer (S3) and as the Alpha Company Commander.

While working in the S3 shop, Stallings prepared the Unit Status Report and rewrote the Emergency Operations Center Standard Operating Procedures. He also planned and coordinated for Exercises Bold Knight '92-2 and Ocean Venture '92, which saw the 202nd deploy elements simultaneously to Fort A.P. Hill, Va., and Camp Lejeune, N.C.



---

**Capt. Ronald R. Stallings,  
1992 MacArthur Award Winner**

---

As company commander, he deployed his unit numerous times to exercise theater interrogation facility operations, emphasizing in-language interrogations. In December, he deployed eight soldiers, including two linguists, to Somalia in support of Operation Restore Hope.

Stallings said, "Deploying soldiers to Somalia was tough. I, along with the remainder of my company, wanted to deploy as a company. We train as a unit all the time, and we put together quite a team. It's tough to send your soldiers into conflict of any sort and have to watch them leave you behind. I knew they'd make me proud—I just wanted to be a part of the effort and be there to care for my soldiers. All but one of Alpha Company's soldiers have since returned, and hopefully Spc. Zeller, my best Somali linguist, will return soon."

His company won the battalion Unit Status Report Statistics Competition and tied for first place for the Commander's Cup.

He encourages his soldiers to enroll in civilian education programs and participate in soldier and NCO boards. As a result, his company has produced both a Brigade and Post NCO of the Year, a Battalion Soldier of the Quarter, and a Distinguished Honor Graduate from the Primary Leadership Development Course.

"Personal and professional development is a priority of mine, and I push this onto soldiers all the time," said Stallings. "Soldiers like to do well, and they like to be recognized for their hard work. I have some of the best soldiers in the world here in Alpha Company!"

Stallings strongly supports battalion and community activities. He's

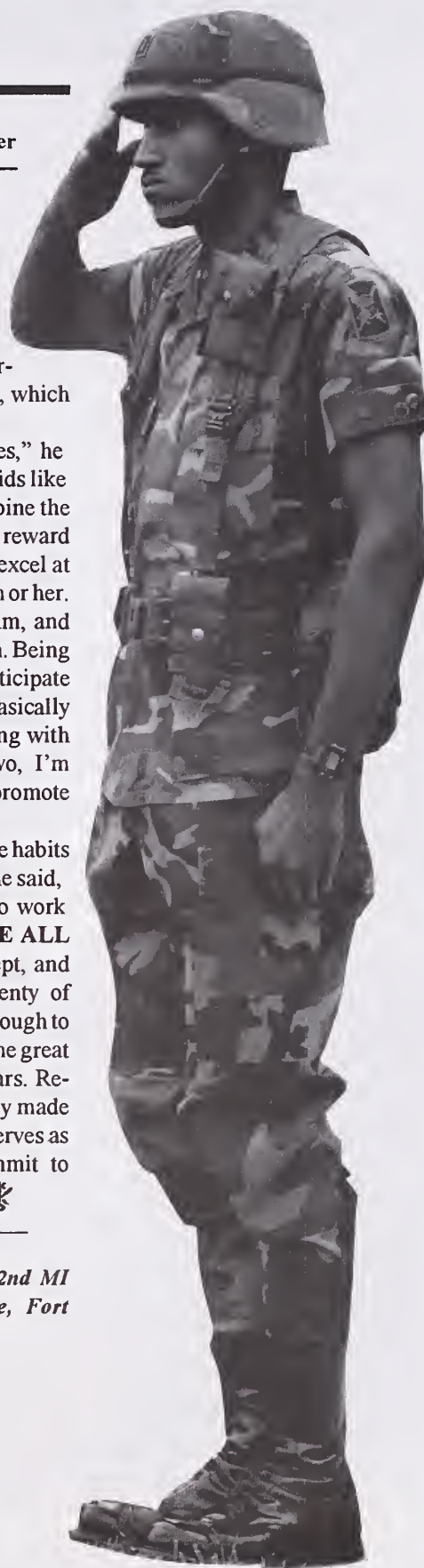
played on the post championship football team, played on and coached the battalion basketball team, and been a volunteer coach to a Youth Services pee-wee basketball team, which won the championship.

"I love children of all ages," he said. "I like sports, and most kids like sports, too, so it's easy to combine the two. There is almost no greater reward than to watch a young person excel at something you have taught him or her. We had a great basketball team, and we learned a lot over the season. Being undefeated was great, too. I participate on unit level sports teams for basically two reasons: one, I like working with and leading soldiers, and two, I'm proud of my unit and I like to promote it as often as possible."

Hard work and winning are habits with Stallings. "The award," he said, "is an incentive to continue to work hard. I really believe in the **BE ALL THAT YOU CAN BE** concept, and the Army sure gives you plenty of opportunity. I've been lucky enough to have worked for, and with, some great soldiers in my short seven years. Receiving this award has not only made me feel proud to serve, but it serves as an inspiration to me to commit to excellence without excuse." ❖

---

*Capt. Thurston is with the 202nd MI Battalion, 513th MI Brigade, Fort Monmouth, N.J.*



# All in the Family

Story and photos by Ellen Camner

*"The root of the state is in the family."*

— Mencius  
372-289 BC

Family. The strongest thread in the fabric of society and the military community. It's a subject on the minds and lips of politicians, a prime issue for social workers, and a paramount concern of Army leaders determined to foster strong soldier and family quality of life in these turbulent times for the military.

As a command, INSCOM has long been active and concerned in the family action arena. As clear evidence of this, eighteen INSCOM command representatives from the European, Pacific and American regions convened

April 27-29 at the Fort Belvoir recreation center for an INSCOM Family Action Plan Conference sponsored by the INSCOM Deputy Chief of Staff for Personnel.

The global delegation pored over, brainstormed, dissected, evaluated and pinpointed more than 30 key issues forwarded from their respective commands. INSCOM will be sending forth some of those issues to the Department of the Army for further consideration.

"INSCOM has as one of its principal objectives taking care of its soldiers, families and civilians," said Col. William M. Robeson, INSCOM Chief of Staff, who welcomed the group and sounded a clarion call to the delegates. "We are very fortunate to get this group together. I look forward to seeing how you all make out in identifying the key issues.

"We have intensely focused dur-

ing the last few years on family issues and problems, and a number of those issues have moved up to the DA level. Tighten your shot group, and focus your issues so we can put the staff to work on them. Gather ideas from your peers in the other geographic areas. Then go back to your organizations and give feedback."

High-level Army and DoD guests briefed the group on current issues and actions being worked. Guests included a representative from the Office of the Surgeon General, the Better Opportunities for Single Soldiers Program, the Exceptional Family Member Program, and the OSD Family Policy Office, among others.

Experts from DA gave presentations and took questions from the audience on a host of far-reaching and widely varying issues. To name a few: transitioning, employment assistance; the



Pictured here are worldwide INSCOM Family Action Plan Conference delegates with members of the DCSPER Human Resources Division and a friend from the Graphics Department who contributed to the effort.



Army medical care program, CHAMPUS and dental care; AIDS and other health issues; family employment, relocation and retirement issues; financial hardship; opportunities for single soldiers; issues of concern to civilians; and the need to educate and inform soldiers and family members of benefits to which they are entitled.

Herb Schwab of the PERSCOM Army Career and Alumni Program office highlighted what he described as "the most exciting program the Army has come up with in the last 10 years." ACAP is of benefit to military and civilians alike, with 61 sites around the world. Employment assistance is a key feature, offering a host of transition services, workshops and seminars at job assistance centers. And the program establishes a strong partnership with the private sector, according to Schwab. ACAP has provided transition and employment assistance to over 255,000 soldiers, family members and DA civilians since full implementation in December 1991.

He recounted two highly effective employment programs among the many ACAP services.

"Two years ago, the Army launched the 'Experience for Hire' program. We contacted 15,000 private sector companies to make them aware of the wealth of resources available by hiring former military members who possess a broad range of special qualifications: they're drug-free, loyal, dependable and committed to mission, with high caliber personal character qualities and skills of value to industry." The DoD "Heroes for Hire" program is similar, Schwab said.

"We've standardized these services through the automated Defense Outplacement Referral Services, and the Transition Bulletin Board, an electronic bulletin board. Under DORS, an employer looking for someone with certain skills calls a number, and resumes are mailed to the prospective employer who can then contact the job seeker. With the TBB, employers who sign up can place a want-ad in the data base at 350 transition sites reaching all the services, and the transitioning servicemember may then mail a resume

to that potential employer. As an example, a military police soldier stationed in Germany can seek a job as a policeman anywhere in the United States."

Schwab said these programs really help those people "who have given much to this country and are valuable citizens."

Carol Potter, Chief of the Family Action Management Division and Program Manager for the Army Family Action Plan, U.S. Army Community and Family Support Center, gave a broad overview of the AFAP process. Conferees were updated on the status of current issues being worked at higher headquarters.

"Of course, there is increased stress during the transition. This leads to a lot of stress in families. Of concern to us at headquarters is that one-half of spouses in family units are working spouses, and that number is down because of hiring freezes and base closures."

Using household goods weight allowances as an example, Potter explained how AFAP pursues an issue. "One of the issues from the first AFAP requested higher PCS weight allowances. In 1986, we got junior enlisted allowances increased. But a large disparity between officers and enlisted soldiers still existed. The weight allowance was simply not enough. So we fought for higher allowances, and in 1989, they were raised across the board."

Potter said that many issues surfaced as a result of Operation Desert Storm. "One of our great success stories is the increase in Servicemen's Group Life Insurance. The AFAP issue actually requested SGLI be increased from \$50,000 to \$150,000. In 1991 Persian Gulf legislation, Congress approved an SGLI increase to \$100,000. Then, in 1992, Congress gave servicemembers the option to increase the benefit to \$200,000 with an increased premium."

Workgroups dealt with a myriad of regional issues and briefed those matters proposed to go forward to DA. Each attendee offered insight into how the IFAP process works at their respective units, and related how they dealt with problems and what success-

ful solutions were found.

Capt. Carmen N. Estrella, delegate from the U.S. Army Russian Institute at Garmisch, Germany, reported on highly effective regular town meetings that are well-attended by people at all levels — both military and civilian.

"We had a great town meeting. Everybody was there — colonels, staff sergeants, and civilians. Our main concern was medical. We have no medical facility whatever in Garmisch. We have a town hall meeting when we feel there is a problem. There were 200 people at the last one, and everybody had a chance to speak. It ran from 6 to 11 p.m."

"The 902nd MI Group and its subordinate units, composed of a Headquarters Company, a Special Security Group, and two battalions, are all located at Fort Meade, Md.," said 2nd Lt. Michelle A. Dickens, AFAP coordinator for the 902nd.

"In addition, we have 42 different field offices spread throughout CONUS and Puerto Rico. Each subordinate unit has appointed an AFAP representative who will, at least once a quarter, hold a forum with its detachments. All problems or issues of concern are forwarded to me for review and/or resolution."

Dickens said that she holds an AFAP meeting every quarter with the subordinate unit representatives to discuss any forwarded issues. "I address our concerns either at the Community Action Council meeting or here at the IFAP conference. I strongly feel we are steadily improving our program in light of our continuous expansion as an organization. We are a closely knit organization."

Capt. Michael L. Yowell of the 66th MI Brigade, Augsburg, Germany, recounted his unit's successful community relations and family action efforts. "When the brigade moved its headquarters from Munich to Augsburg, its needs and concerns were different from what the unit had experienced in the past. The 66th has been welcomed with open arms by the Augsburg community. Last fall, we held the Family Force Forum in conjunction with the Army Community Services, we held the



Family Force Forum, and the vast majority of issues raised by the delegates were solved at that level.

"In looking at the drawdown in Europe, and as a complementary process to IFAP, our brigade has begun what we call the Blue Ribbon Panel. The commanders, sergeants major, and community directorates got together and queried the personnel within their organizations to see what the pulse of the community was. Those issues which were identified were worked at the leader level." Yowell said that many issues he has seen deal particularly with the quality of life.

The uncertainty of the future in the military was a theme sounded by more than one delegate. Some stressed the need to keep soldiers and family members informed and updated on current policies and changes. This means brainstorming, networking and letting families know what is being learned by those involved in the INSCOM Family Action Plan. Informed people can make informed decisions in transitioning and planning for the future.

"Primarily, the issues raised by our soldiers are valid family action issues," said Sgt. Paul Geraci of the 703rd MI Brigade, Schofield Barracks, Hawaii.

"All identified problems are dealt with at some level. Luckily, we hold these conferences, and our local FAP conferences are extremely productive. It's an exciting thing to give an outbrief to a commander on the issues raised at a conference, and have him reply, 'Let's get this taken care of now.'"

Geraci said he felt the "most pressing issues in the family action arena are communication and education. Without these, nothing can be resolved. It's surprising to discover that many answers are already there, and regulations have already been established."

Dickens, Geraci and April Thurman of the Cryptologic Support Group in Germany, have been selected to represent INSCOM at the DA Family Action Planning conference in October, where they will present the issues identified at the INSCOM conference.

One of the four soldier and family issues recommended for DA consideration is that of the disparity among income categories in determining child care fees.

From the final IFAP report: "Categories are too broad. There is a disparate effect from bottom to top within each category. Such parameters penalize those least able to afford it. How

can it be justified that a soldier earning \$12,000 annually is paying 20% of his/her income when a person earning \$40,000 is only paying 8.5% of their annual income?" Conferees defined a solution which INSCOM will forward to higher headquarters: "That Congress either redefine categories into a more equitable top to bottom scale or adopt a flat percentage fee based on annual income."

Other problem areas recommended for higher consideration include the summer employment program, used appliances accepted at Army Community Services for lending closet use, and universal precautions by day care providers to prevent transmission of the AIDS virus in the day care setting. Currently, universal precautions, as defined by the Centers for Disease Control, include treatment of everyone as if they were hepatitis- or HIV-positive. There are varying levels of precautions ranging from the wearing of rubber gloves to protective clothing and eyewear.

On the summer employment program, conferees recommended a relook at current practices. Their report states, "In an attempt to avoid nepotism, family members are treated in a discriminatory manner. This is not in keeping with U.S. Government, DOD, or DA Equal Opportunity policies. Controlling nepotism is a function of ethics codes, not discriminatory policies." It was recommended to DA that all applicants for summer employment be judged solely on merit, fitness, capability and potential.

IFAP delegates also dealt with AR 608-1, *Army Community Service Program*, which prohibits ACS from accepting used appliances for lending closet use, because all donated appliances must be new. It was recommended that ACS not be prohibited from accepting used appliances and that a system be created to inspect appliances before they are turned into ACS to ensure that they are safe.

Delegates deliberated and effectively pinpointed a host of other problem areas and issues in addition to the four on their way to DA. The variety, detail and scope of the topics reveal



Discussion in the IFAP work groups often became lively as delegates brainstormed ideas and answers to problems raised by family action people from worldwide INSCOM regions.





Col. Ward B. Nickisch, INSCOM DCSPER, interacted with delegates during the IFAP Conference and sat in on work groups and speaker presentations, providing an interesting and concerned presence.

how intensely conferees focused on Army quality of life issues.

Throughout the conference, Col. Ward B. Nickisch, INSCOM DCSPER, was on hand at various times listening to and interacting with attendees, sitting in on work groups, and generally providing a concerned and interested presence. The DCSPER staff put in much time and effort in the months prior to the conference to get it all together and make it work. And it worked well.

Portia Boggia, conference coordinator, praised the many Fort Belvoir activities that contributed conference memorabilia to all delegates. "And over 25 national and professional organizations throughout the United States donated resource materials that the conferees will find useful as they try to deal with the many issues brought up at the conference," Boggia said. "We can thank the USO, Army Times, the U.S. Chamber of Commerce, AUSA, the Walter Reed Army Institute of Research, and a lot of other organizations for providing the delegates with valuable information."

"Ms. Boggia did an outstanding job of arranging all details of the conference," said Marla J. N. Troup, Chief of the DCSPER Human Resources Division, of Boggia's contribution.

The DCSPER staff considered the conference a success and received much positive feedback, especially on the structure of one consolidated (versus regional) conference.

Yowell praised the process of gathering together INSCOM's family action people. "Being together for hours is more beneficial than talking on the phone or corresponding. So much can be done in person, not only with each other, but with the INSCOM staff elements and the guest speakers that came from the OSG or the Army's Career and Alumni program, for example. Getting together, we can sit here and formulate actions or solutions that should be beneficial not only to INSCOM, but to the Army as a whole."

The INSCOM Family Action Plan conference was a success thanks to the support of the Command Group, DCSPER and many headquarters staff offices. INSCOM, as a command, has

always provided staunch and active support to family action issues.

"This is an excellent, important event, and I am sure you are well aware of this," personnel chief Nickisch said. "The INSCOM Family Action Plan is especially important in these times of reshaping the Army.

"I like to think of the Army Family in much the same way I do of my own personal family. When times get tough, it seems like the family draws closer together." ❀

## Correction

The July 1993 *INSCOM Journal* article, "AMSC Graduates INSCOM Students," contains two errors. First, the target population is GS-12s, GM-13s and 14s, and, by exception, GM-15s. Also, the name of the AMSC Dean is spelled Ursula Lohmann. The *INSCOM Journal* regrets these errors.

# End of an Era ...

---

## McKnight Bids Farewell as INSCOM Soldiers Render Final Honors

---

By Sgt. 1st Class Janet K. Thierichen

Although the temperature hovered around 95 degrees, the soldiers standing on Long Parade Field at Fort Belvoir, Va., barely noticed. They were there to honor an INSCOM institution, Command Sgt. Maj. Raymond McKnight, as he formally retired after 32 years on active duty, including six at INSCOM Headquarters.

The ceremony began promptly at 1 p.m. on June 18th, with the song "God Bless the U.S.A.," performed by Sgt. 1st Class Edward R. Schafer. Minutes later, unit formations, made up of soldiers from local MI units representing all of INSCOM's major subordinate commands, took the field. There were nine such formations, representing the 66th, 470th, 500th, 501st, 513th, 703rd and 704th MI Brigades, as well as the 902nd MI Group and the INSCOM Support Battalion. Like all such ceremonies, this one officially began when the U.S. Army Band (Pershing's Own) sounded first "Attention," then "Adjutant's Call," and the units moved into their final positions.

After the invocation, while the Commander of Troops, Command Sgt. Maj. Raymon V. Lowry, escorted McKnight, as the Reviewing Officer, on a final inspection of INSCOM soldiers, Sgt. Maj. Durwood L. Trammell, narrator for the ceremony, addressed the crowd. He explained that the custom of

the inspection had started because it was traditional for commanders to inspect soldiers in Guards of Honor, and it was considered a courtesy to do so. This was also McKnight's last opportunity to see the soldiers with whom, and on whose behalf, he had worked so diligently for 32 years. Trammell remarked that McKnight "... has covered 550,000 miles in six years—which is equivalent to circling the globe more than 22 times at the equator," on behalf of INSCOM soldiers.

After McKnight returned to the reviewing stand and the band played the national anthem, he and his wife, Mary Ann, moved onto the field to receive several awards. Among those presented to the command sergeant major were the Distinguished Service Medal, for his "... impressive ability to teach, train, and lead soldiers, coupled with outstanding technical expertise ..." He received letters of congratulations from President William J. Clinton and Congressman Robert N. Clement, from Tennessee, and a commemorative coin from Richard A. Kidd, the Sergeant Major of the Army. Finally, he received a Certificate of Retirement, effective Oct. 4, 1993, and signed by the Chief of Staff of the Army, Gen. Gordon R. Sullivan. Mrs. McKnight received the Outstanding Civilian Service Medal with bronze

laurel leaf cluster, and a DA Certificate of Appreciation, also signed by Sullivan.

Maj. Gen. Charles F. Scanlon, INSCOM commander, then took the podium to say a few words about his senior enlisted advisor. He estimated that McKnight's chances of being where he was at that moment were about one in 16,000; this was based on the fact that his chances of staying in the Army for 30 years were one in six, his chances of making command sergeant major were one in 50, his chances of being selected to be the INSCOM command sergeant major were one in 4,000, and that three separate commanding generals had asked him to stay. Scanlon also noted that McKnight had "tirelessly walked the ground of INSCOM's 175 worldwide locations," and had "always focused on the objectives of INSCOM and the Army." He called McKnight a "brilliant light in caring for soldiers and their families" and finished with "Thank you for a job well done."

Next it was McKnight's turn to speak. First, he thanked everyone for attending the ceremony, including three noncommissioned officers who, although they may not have known it, were his role models. He wished that his parents were still living so he could express his appreciation for the basic





**Command Sgt. Maj. Raymond McKnight addresses the crowd at his retirement ceremony, June 18 at Fort Belvoir, Va.**

*(Photo by Jose Santa Cruz)*

moral values they had given him — to be honest, treat people with respect, and do his best. Then, after thanking the INSCOM soldiers, civilians and family members for their support, sacrifices, commitment, understanding, courage and loyalty, he spent a few moments talking about soldiers.

“A soldier is an American who loves his or her country, loves freedom, can go anywhere and do anything if given the mission and proper guidance,” said McKnight. “Soldiers have never lost faith in our nation and our American way of life.”

He added that he was glad when soldiers returned from the Persian Gulf to a country that finally applauded them for their sacrifices and contributions.

“Soldiers are unique. They love freedom and hate war, but they will fight, as history has shown, when called on by their country. Soldiers will fight the enemy to the last minute, and after the war has ended, give their blood to

those who were the enemy only moments before. Soldiers don’t ask for much, and give far more than they will ever receive,” he continued.

McKnight concluded by saying that he had fulfilled his dreams, and had reached his current position because of both the soldiers on the field, and those they represented.

Next he thanked his daughter, Sonya, and son, Tim, for their great sacrifices and the happiness they had given him, then turned his thoughts to his wife, Mary Ann. “You’ve given me the words of encouragement to remain motivated and dedicated to the United States Army,” he said, then added, “Words cannot describe the strength and the support you’ve given our soldiers, their families, and me. In a humble attempt to describe my appreciation to you, I’ve asked Sgt. 1st Class Schafer to sing a song that I will dedicate to you and all the family members here today.”

After a moving performance of “The Wind Beneath My Wings,” McKnight finished with, “As I say farewell to my military family, I want you to know I will miss you — each of you will always be in my thoughts and prayers.” At the conclusion of his remarks, while McKnight wiped away an occasional tear, the units executed a “Pass In Review,” rendering final honors to a man who had been an integral part of INSCOM for longer than most of the soldiers had been alive. Last to reach the reviewing stand was the U.S. Army Band, who performed a retirement medley of “My Old Kentucky Home” and “Old Soldiers Never Die” followed by “The Army Song.” A final exchange of salutes between the Commander of Troops and the Reviewing Officer signified the end of the solemn ceremony, and the end of an era. ✻



The Army's top intelligence leaders at the 1993 G2-MI Commanders' Conference (left to right): Lt. Gen. Ira C. Owens, DCSINT; Maj. Gen. Charles F. Scanlon, INSCOM commander; and Maj. Gen. Paul E. Menoher, conference sponsor and commander of the Army Intelligence Center. (Photo by Robert Bills)

# 'One MI Team, One MI Voice'

— Maj. Gen. Paul E. Menoher Jr.

By Ellen Camner

***"I******ntelligence in the 90s — A Decade of Change"*** — theme of the 1993 G2-MI Commanders' Conference hosted by INSCOM and sponsored by the U.S. Army Intelligence Center and Fort Huachuca.

Using that theme as a backdrop, Military Intelligence leaders convened at command headquarters May 25-27. The aim was to chart a positive response to the changes cutting a wide swath across the Army and intelligence community, and to refine and refocus the intelligence capability to provide critical support to the warfighters.

"Change is on a steep glidepath and is dramatic," said conference host Maj. Gen. Charles F. Scanlon, INSCOM commander. "Change in the past has been good. Our intelligence systems are the best in the world. Our Army is the best of any Army. Now we must determine how much force is enough ... how much intelligence — Echelons Above Corps, Echelons Corps and Below, national, strategic, tactical and joint — is enough. We must get issues and concerns on the table for consideration."

The group that Scanlon addressed in his welcoming remarks included many MI officers from FORSCOM, USAREUR, other major Army commands, and units around the globe.

In addition to Army Vice Chief of Staff Gen. James H. Peay III, top intelligence leadership took part including Lt. Gen. Ira C. Owens, Army DCSINT, Robert J. Winchester, Special Assistant to the Secretary of the Army for Legislative Affairs, and David L. Westrate, Assistant Administrator for Intelligence of the Justice Department's Drug Enforcement Administration. As conference sponsor, Maj. Gen. Paul E. Menoher Jr., U.S. Army Intelligence Center commander, headed the long list of other general officers on hand. Menoher is scheduled to assume command of INSCOM in August 1993.

The conference presentations were designed to provide insight on how the intelligence community is changing to meet new challenges. A question-and-answer session followed each speaker's remarks.

Conference members were briefed on and pored over a host of issues: MI


Officer and Enlisted Branch trends, joint intelligence doctrine, the INSCOM/intelligence role in force projection, language issues, congressional intelligence posture, MI battalion and S2 training, Military Occupational Specialty consolidation and restructure, and others.

The subject of jointness was widely discussed. Brig. Gen. Charles W. Thomas, Deputy Director, J2, The Joint Staff, briefed on how various agencies look at supporting warfighting in the joint task force arena.

And the jointness issue was addressed again when Menoher gave his remarks recounting the "revolution" in military intelligence.

"There is a revolution in the MI community," he said. "We need to participate in the joint arena. We must articulate concerns and issues.

"We must speak with one voice."

And indeed, "One MI Team, One MI Voice" was the message Menoher brought to the intelligence leaders who must grapple with dramatic changes in missions and force structure in the 1990s and beyond. 



# Unmanned Aerial Vehicles Take to the Skies

By Sgt. 1st Class Kiki Bryant

Because the Army plans to field unmanned aerial vehicles to aerial exploitation battalions in the future, the 3rd Military Intelligence Battalion (AE), 501st MI Brigade, was tasked to support the deployment of the Army's only UAV company. Exercise Team Spirit marks the first time the Army's Pioneers (small, remote-controlled aircraft) have deployed to Korea, and their first overseas deployment since Operation Desert Storm.

According to Maj. Marilee Wilson, 501st MI Brigade's aviation officer, the deployment allows the brigade and the 3rd MI Battalion to integrate the UAV assets into normal unit operations and to develop and retrieve plans for operating the UAV in the Korean Theater in terms of airspace management and logistical support.

Wilson said the deployment also enables elements of the Combined Forces Command to integrate this unique system into contingency and deployment plans. Additionally, it also permits CFC to operationally exercise the UAV's capabilities in reconnaissance and intelligence gathering.

First Sergeant Ronald Wright, Company C, 304th Military Intelligence Battalion, Fort Huachuca, Ariz., said the Pioneers, which use 1970s technology, are on the way out of the Army's inventory and will be replaced

by an upgrade, the Hunter. The Pioneer is currently being used by the Army, Navy, and Marines. The Hunter is a better system, as it has longer flight duration and longer range, and can collect better information.

Wright said that because the Pioneers are handmade, there are some unique variations in each. For example, one aircraft may be capable of carrying 41 liters of gasoline, while another one can carry up to 43 liters. Counting the maintenance and ground crew, it takes about 14 people to fly one aircraft.

During Team Spirit, the UAVs flew missions from 2 to 6 a.m. Wilson said this was the only time available, as the UAVs were added to the exercise at the last minute.

Wright thought the mission times had been established as a way of segregating the manned and unmanned vehicles, as this has occurred in the United States. "Aviators get freaky about being in the same airspace with

unmanned aircraft."

"At the NTC (National Training Center, Fort Irwin, Calif.) and the JRTC (Joint Reserve Training Center, Fort Chaffee, Ark.) we were able to show (aviators) that we could do the same thing (segregate manned and unmanned aerial vehicles) by altitude and distance," said Wright.

Since coming to Korea, he said the unit has raised a few eyebrows during the many maintenance flights and mission operations. "There is still some hesitancy, as they (Koreans and aviators) are concerned about the safe operations."

Because of the unique skill involved in flying unmanned aerial vehicles and the concerns over safety, Wright said 3rd MI Battalion personnel are not receiving hands-on training in the preparation and maintenance of the aircraft, or formal training for flying or maintenance of the UAVs. Despite these constraints, they are involved in integrating the Pioneer into their mission

for collecting and transmitting information to units participating in Team Spirit. ✧



Soldiers in Korea prepare a UAV for flight.

(U.S. Army Photo)

*Sgt. 1st Class Kiki Bryant is the PAO NCO with the 501st MI Brigade, Korea.*

# Paying Respect

By Staff Sgt. Paul J. Ebner



The sun's warm fingers slowly crept over Punchbowl and touched the members of the Joint Service Color Guard as they stepped off to the familiar bark, "Forward march!" In another scene, a C-141 slowly comes to a stop on Hickam Air Force Base, Hawaii. Its precious cargo is the remains of American servicemembers, returning from Southwest Asia, on their way to the U.S. Army Central Identification Lab in Hawaii. Again, as in many other situations, a Joint Service Color Guard is there.

An important part of Hawaii's Joint Service Color Guard, which participates in many ceremonies and parades throughout the year, is made up of members of the 703rd Military Intelligence Brigade, according to Sgt. 1st Class William D. Kent Jr., team noncommissioned officer in charge.

The all-volunteer 703rd MI Brigade Color Guard detail is on 24-hour notification to support all color guard taskings within the Pacific region. This responsibility requires time spent training and performing — accomplished in addition to their military duties — leaving little free time.

The detail trains for two hours every Tuesday and Thursday at A-Quad, located at Schofield Barracks. During these sessions, the routines

---

(Left) Spc. Keith Dix waits at attention for a ceremony to begin.



*"The best part of our job is paying respect to these people who deserve it."*

— Spc. Keith Dix

described in the Manual of Arms for Flags and M-16s, as well as flag folding and casing of the colors, are just a few of the precision functions the team practices. The most difficult moves they make are executed while walking at the position of attention.

With all the hardships that come with participating in a color guard team, the members still consider themselves lucky their team has a former Old Guard member as NCOIC. The assistant NCOIC is a former drill sergeant. The combination of talent provided by these two individuals gives the team experience, which allows them to have the attention to detail and the skills required to accomplish a successful performance.

Although the team's tour of duty originally was to be only one month, their outstanding performances changed that. Brig. Gen. Frank H. Akers Jr., assistant division commander for the 25th Infantry Division, thought so highly of the team that he asked them to continue as the Army's representative on the Joint Services Color Guard team.

The team's successful performances gain them positive recognition, but that is not the only reason team members volunteer.

"It's excellent," said Spc. Anthony Anderson, team member. "It's fun representing the Army. I think it's pretty

important stuff we do. It gives us a sense of the Army and what it's all about."

"I love it," said Spc. Keith Dix.

"We get to stand for something and get to show the other services on the Joint Service Color Guard our stuff. It really means something to escort a body off a plane or perform a ceremony at the Punchbowl for the Veterans of Foreign Wars. These are the people who laid it on the line. The best part of our job is paying respect to these people who deserve it."



Spc. Jodi L. Hudy practices with her weapon during a drill team workout.  
(Photos by Staff Sgt. Paul Ebner)

The team has performed in everything from solemn ceremonies to festive parades. As long as there is a need for the flag, there will be a need for a color guard. As long as there is a need for a color guard, the volunteer members of the 703rd Color Guard team will be there. ✱

*Staff Sgt. Ebner is the PAO NCO with the 703rd MI Brigade in Hawaii.*

# Expert Instruction Provided by INSCOM Adjunct Faculty Program

By Chief Warrant Officer James B. Mandel

The INSCOM Training and Doctrine Support Detachment, Fort Huachuca, Ariz., manages the INSCOM Adjunct Faculty Program. This program ensures that officers graduating from Intelligence Center courses have been provided expert and current instruction on Echelons Above Corps military intelligence organizations, missions and functions.

In April 1992, Col. William M. Robeson, then commander of the 513th Military Intelligence Brigade, launched the INSCOM Adjunct Faculty Program when he agreed to go to Fort Huachuca to teach MI Officer Advanced Course students about EAC organizations and missions. Since that time, several senior INSCOM officers have taken time away from their units to teach, under the auspices of the Adjunct Faculty Program. The program has been well accepted and continues to grow and expand.

The INSCOM Adjunct Faculty Program was first developed to provide information about EAC organi-

zations and missions to MI Officer Basic and MI Officer Advanced Course students. It has since been expanded to include instructors for the Assignment Specific Training courses and the Pre-Command and Pre-Assignment

courses.

Experience has proved that the best and most knowledgeable instructors on EAC operations are the commanders of EAC units. Instructors who have served in EAC units and have



Maj. Gen. Paul E. Menoher Jr., Commander, U.S. Army Intelligence Center & Fort Huachuca, presents an INSCOM Adjunct Faculty Certificate to Brig. Gen. Claudia J. Kennedy, J2, FORSCOM. (U.S. Army photo)



intimate knowledge of the organization and missions of those units are another choice. The Intelligence Center and INSCOM have agreed to work together to bring these INSCOM experts to Fort Huachuca to ensure that the students get the very best instruction possible on EAC operations.

The Adjunct Faculty Program has been very well supported by INSCOM senior officers. Virtually all of these officers have been willing to share their past experiences and candid opinions. This has resulted in the students receiving expert professional and leadership advice, along with EAC organizations and mission briefs.

The Adjunct Faculty Program has been so successful that it has been expanded to encompass a Subject Matter Expert Program. Under this program, Intelligence Center instructors contact the ITRADS with a query; the query is passed to Headquarters INSCOM; an expert assigned to an

INSCOM unit is identified; and the instructor's query is answered. Intelligence Center instructors say that this program will allow them access to the kinds of current information that they require to keep their lesson plans up-to-date.

Plans are currently underway to expand the Adjunct Faculty Program to encompass enlisted courses of instruction offered at the Intelligence Center. ✱

---

To date, members of the INSCOM Adjunct Faculty Program are:  
Maj. Gen. Charles F. Scanlon,  
Commander, INSCOM  
Brig. Gen. Claudia J. Kennedy,  
J2, FORSCOM  
Col. William M. Robeson,  
Chief of Staff, INSCOM  
Col. Theodore R. Grevenkamp,  
Chief, Intelligence Production  
Management Activity

Col. G. Dixon Gribble,  
Commander, 704th MI Brigade  
Col. Joe T. Stroud,  
DCSOPS, INSCOM  
Col. Michael A. Mastrangelo,  
Commander, Field Support Center  
Col. Robert W. Noonan Jr.,  
Commander, 513th MI Brigade  
Maj. Kathleen D. Heaney,  
Deputy Commander, ITRADS  
Chief Warrant Officer James B. Mandel,  
SIGINT/EW Tech, ITRADS  
Master Sgt. (P) Kenneth Hardy,  
S3 SGM, 111th MI Brigade  
Mr. Donald W. Cairns,  
Senior Action Officer, ITRADS  
Mr. Bill H. Kennard,  
Senior Action Officer, ITRADS

---

*Chief Warrant Officer Mandel is a SIGINT/EW technician with the INSCOM Adjunct Faculty Program at Fort Huachuca, Ariz.*

---

# Llewellyn Assumes Command

By Maj. Maurice Raeford

The United States Army Foreign Intelligence Activity Change of Command ceremony was held at Meade High School Auditorium on June 30, 1993. Col. Dennis A. Bassett (outgoing commander) relinquished command to Col. William C. Llewellyn. Bassett will be reassigned as an attache in Washington, D.C. Llewellyn and family were previously at the U.S. Army Intelligence Center, Fort Huachuca, Ariz., and will reside on Fort George G. Meade, Md.

The narrator for the change of command was Maj. Maurice Raeford, USAFIA, S1. The participants for the change of command were Maj. Gen. Charles F. Scanlon, Bassett, Llewellyn,

and Sgt. Maj. William J. Cowell Jr., USAFIA sergeant major.

The highlights of the change of command were Staff Sgt. Sammy L. Gillard's singing of the National Anthem and Bassett's humorous farewell remarks.

Dignitaries present for the ceremony were Scanlon, INSCOM Commander; Col. Robert A. Harding, Commander, 902nd MI Group; Col. Stewart Herrington, Commander, Foreign Intelligence Command; Col. William E. Peterson, Commander, Foreign Counterintelligence Activity; Col. Robert P. Plimpton, INSCOM Deputy Chief of Staff for Information; Col. Peter Klein, Defense Intelligence

Agency; Col. Thomas Ferguson, Pentagon, Intelligence Program Support Group; Col. Robert W. Cook Jr., Commander, USA Central Clearance Facility, Fort Meade; Col. G. Dickson Gribble, Commander, 704th MI Brigade; and Col. (Ret.) Bruce Davis, former Commander, 500th MI Group. Also, Command Sgt. Maj. Raymon V. Lowry, acting INSCOM Sergeant Major and Mr. Junius T. Watlington, member of the MI Hall of Fame, attended.

Approximately 200 people were in attendance. ✱

---

*Maj. Raeford is the S1, USAFIA, Fort George G. Meade, Md.*

# Soldiers and Airmen Deploy to Aid Chinese Refugees

By Air Force Staff Sgt. Kevin C. Karosich

**L**inguists from Field Station Kunia put their talents to the test during Operation Provide Refuge, a joint task force operation to aid 525 Chinese nationals on board the motor vessel *East Wood*.

The Chinese nationals said they had each paid up to \$30,000 to Chi-

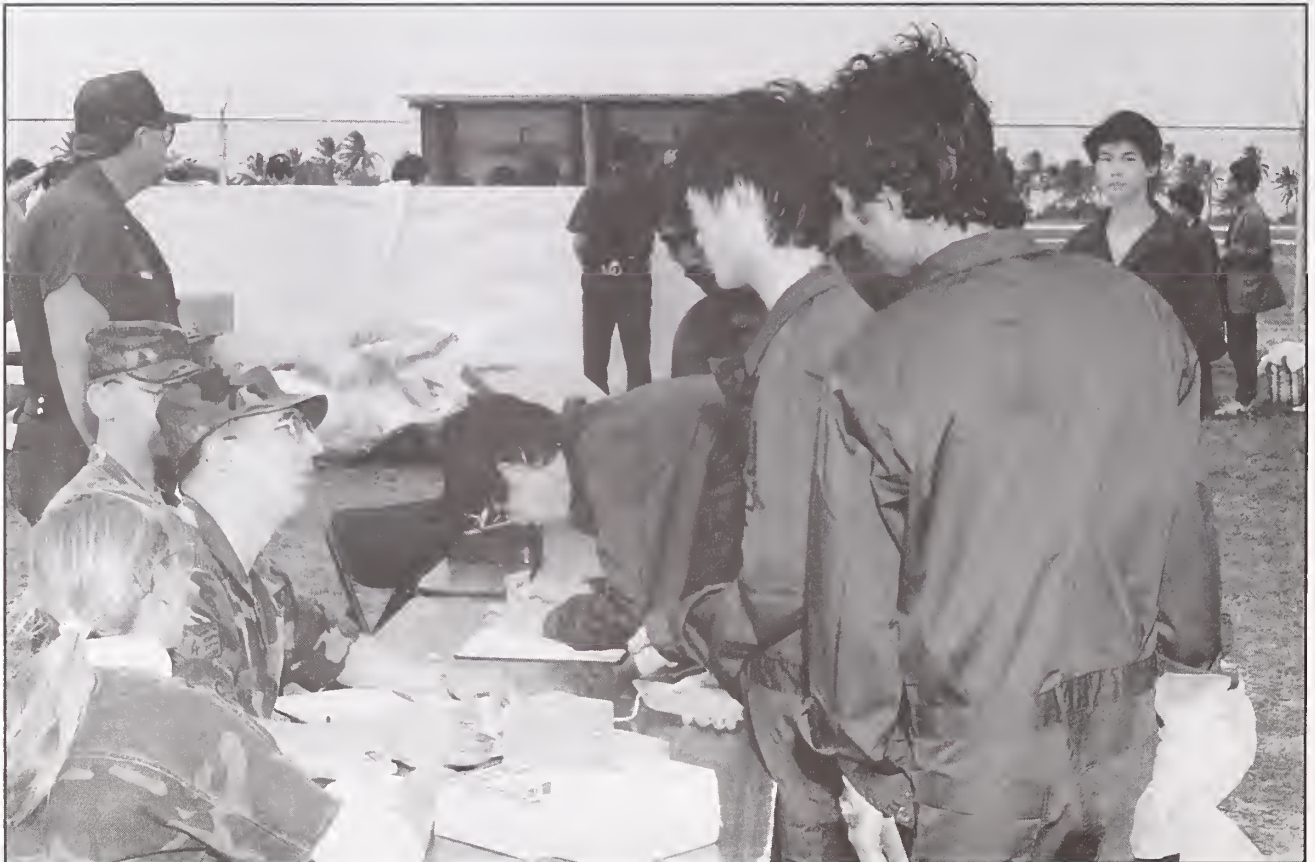
nese crime syndicates for passage to freedom.

Their journey began by boarding small boats for a short ride to the *East Wood*, which was anchored offshore. Forced into cargo holds, they began their 45-day shipboard journey.

Unfortunately, the trip appeared

to be a marred smuggling operation as Hawaii-based, U.S. Coast Guard personnel picked up distress signals from the ship.

Apparently, the ship had been boarded, a mutiny was underway and the engine was disabled. The Honolulu-based Coast Guard cutter *Rush*



Air Force Staff Sgt. Jeffrey Martin, 6924th Electronic Security Group (Air Force Intelligence Command), interviews Chinese nationals. (U.S. Army photo)



responded immediately and found the human cargo on the drifting vessel.

Immediate humanitarian aid was required because of the terrible sanitary conditions aboard, and the fact that the ship was unable to proceed under its own power.

The President of the Republic of the Marshall Islands granted the U.S. Government's request to allow the *East Wood* to dock at the U.S. Army Kwajalein Atoll Marina.

USCINCPAC Joint Task Force Project Refuge was formed, incorporating support from Army and Air Force units. Within 24 hours, Air Force Staff Sgt. Jeff Martin, Cryptologic Linguist Center training manager, and six Army linguists from Field Station Kunia were on a plane to the tiny atoll 2100 miles away.

The first linguists arrived on USAKA on Feb. 12. The *East Wood* was due to arrive Feb. 13, giving the team only a day to settle in and go over in-processing procedures. USAKA civilian and military personnel had been working around the clock to transform an ammunition storage area into a temporary living center. When the Chinese arrived, shelter, showers, porta-johns, medical attention, water, food and clothing were in place.

"When the refugees got off the ship, they looked happy, but disoriented, because they didn't know where they were," said Martin. They were put at ease, once aboard waiting buses bound for the TLC and were told where they were.

The linguists served as interpreters, since the majority of the Chinese nationals couldn't speak English.

"We interviewed them to find out names, ages, medical problems and if any were traveling with other family members," said Martin. "As time went on, we interpreted during one-on-one interviews, translated statements from the camp commander, and interpreted for the doctors."

The TLC conducted sick call daily. "Sick call was the most challenging, since a lot of unfamiliar vocabularies were used," said Martin. Air Force Tech Sgt. Tom O'Brien, a Language Center instructor said, "After hearing the same ailments again and again, we were able to make a diagnosis for the doctor."

Air Force Staff Sgt. Chuan Melonson recalls a 20-year-old man, suffering from a leg infection. "They decided to do surgery late, and I'd just finished working eight hours in the

dental clinic," said Melonson. "I was there comforting him until they put him under." Melonson also recalls when the man awoke, wondering when they were going to start!

After twenty days in the TLC, the Chinese nationals boarded an aircraft, arranged for by the International Organization for Migration, for their return trip to China. The successful operation was winding down.

"That was really a hard day," said O'Brien. "We'd gotten to know some of them, and it was hard to see them go."

When asked what his most memorable experience was, Martin said, "I will never forget the feeling of genuine appreciation for what we did for them. A day didn't go by when we weren't thanked for all our hard work. I'd do this again in a heartbeat!"

Melonson was touched by the stories she was told. "I'll never forget how they described their lives. We've got it made in America!" ❧

---

*Air Force Staff Sgt. Karosich is with the 6924th Electronic Security Group, Field Station Kunia, Hawaii.*



More than 500 Chinese nationals were found in the cargo hold of the *East Wood*. (U.S. Army photo)

# 742nd MI Battalion Receives Army Superior Unit Award

By Maj. Ben Lukefahr

The Secretary of the Army approved the Army Superior Unit Award on Jan. 15, 1993, for Headquarters and Operations Company, 742nd Military Intelligence Battalion, 704th MI Brigade, Fort George G. Meade, Md. This award is for outstanding meritorious performance of a difficult and challenging mission, under extraordinary circumstances, by a unit during peacetime.

The HOC consists of the 742nd MI Battalion staff, company cadre and the Army Technical Control and Analysis Element.

The citation for the award read: "For outstanding meritorious performance during peacetime of a difficult and challenging mission: During the period of 16 January to 15 December 1991, the Headquarters and Operations Company, 742nd Military Intelligence Battalion, 704th Military In-

telligence Brigade, distinguished itself for outstanding meritorious performance in support of Operation Desert Storm, follow-on Persian Gulf operations and other worldwide intelligence crises. The soldiers and civilians of Headquarters and Operations Company provided continuous time-sensitive signals intelligence analysis and technical support to national-level decision-makers and deployed United States Army tactical forces. Their initiative and technical expertise enabled operational and tactical commanders to make timely decisions that quickly ended the Persian Gulf War and directly saved lives. Headquarters and Operations Company's exceptional performance reflects great credit upon its personnel, the Military Intelligence Corps, the Intelligence and Security Command, and the United States Army."

This constitutes the second Army Superior Unit Award over the past three years for elements of the 742nd MI Battalion. ✱

---

To all the soldiers and civilians whose meritorious service and team effort made this award possible, as your commander, I salute you. Your efforts do not go unrecognized. Keep up the good work, and continue to make Headquarters and Operations Company the *command to be in*.

— Maj. Ben Lukefahr

---

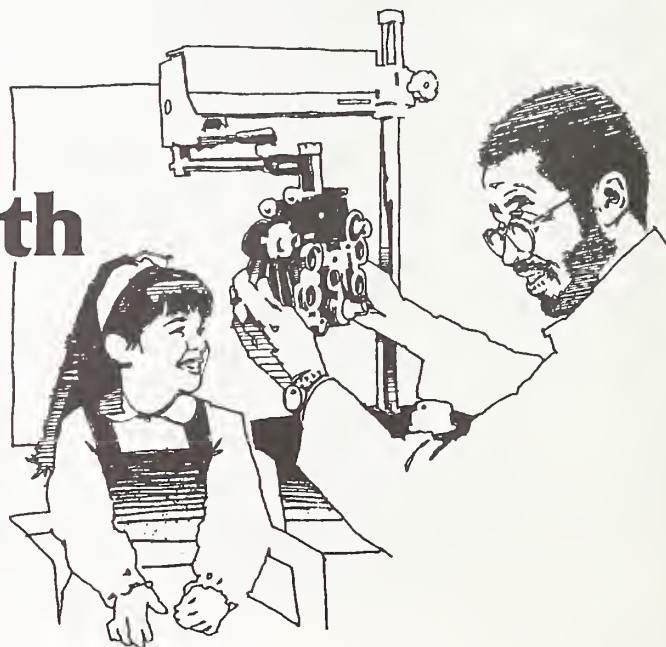
*Maj. Lukefahr is the commander of Headquarters and Operations Company, 742nd MI Battalion, 704th MI Brigade, Fort George G. Meade.*

---

## August is National Eye Exam Month

Make an  
appointment today!

---





The *INSCOM Journal* Special Feature on the New

# **FM 100-5 OPERATIONS**

HEADQUARTERS  
DEPARTMENT OF THE ARMY

DATED JUNE 1993

DESIGNED TO ENHANCE THE KNOWLEDGE OF ARMY DOCTRINE

# FM 100-5, Operations

By Maj. Donna L. Walthall

*"If training is the glue that holds the organization together, doctrine for the United States Army is what keeps us together in an organizational sense."*

- General Gordon R. Sullivan,  
Army Chief of Staff,  
June 1993

On June 14, 1993, the Chief of Staff of the Army, Gen. Gordon R. Sullivan announced the completion of the revised Field Manual FM 100-5, *Operations*. Last updated in 1986, the manual explains the doctrine by which the Army operates. This special feature will provide a condensed version of how and why Army doctrine was changed, new concepts being introduced, a brief summary of the chapters in the manual and a brief history of Army doctrine.

Historical perspectives, including examples from recent conflicts such as Operations Desert Storm in the Persian Gulf and humanitarian relief operations in Florida, are used throughout the manual to illustrate how doctrinal concepts were and are being utilized by the Army to achieve victories at home and abroad.

## Executive Summary

The 1993 version of FM 100-5, *Operations*, the centerpiece of Army doctrine, is a clear expression of how the Army intends to fulfill its strategic and

operational commitments around the world. To have meaning in the contemporary strategic environment, doctrine must center on the business of warfighting, but account for other missions as well. It must be specific enough to provide a guide for operational techniques, yet flexible enough to allow for a constantly changing strategic environment.

## Background

So why do we revise doctrine now, with a record of proven success?

To start with, Army doctrine is written to be compatible with the nation's strategic goals. As the strategic environment changed, our doctrine was developed to adapt. The President and the Joint Chiefs of Staff regularly reevaluate the global environment and provide direction in the National Security Strategy and the National Military Strategy. The newest revision to FM 100-5 meets the demands of the National Military Strategy head-on by assessing the impact and nature of multiple threats, rather than a single, overriding threat.

Another factor is that a new world order has replaced the bipolarity that existed for almost fifty years. As the sole remaining superpower to emerge from the Cold War era, the global strategic view of the U.S. has turned toward new and multiple regional concerns. Outlaw nations, ethnic factions, fanatical movements and terrorist organizations now seek influence on the international stage. Alliances and coalitions forged in an era

of bipolar confrontation now find they must shift their focus to counter new, and often unpredictable, threats. In just the first two years of this decade, non-aligned and unfriendly nations of yesterday joined us as partners in temporary coalitions. The continued trend for these types of coalitions is uncertain, but what is certain is that the Army will fight its future wars more often than not with joint, combined, and coalition partners. Joint and combined operations will be the norm, rather than the exception.

The Goldwater-Nichols Act of 1986 gave regional commanders-in-chief more influence in the link between strategic goals and the CINC's warfighting role. The newly-revised FM 100-5 expands the scope of strategic concerns on the operational and tactical levels of the Army.

Rapidly developing military technology also continues to change the battlefield dramatically.

These factors contribute to the shaping of Army doctrine, as well as the National Security and Military Strategies and recent experiences in military operations such as the Persian Gulf War and Operation Just Cause. These recent experiences gave us a glimpse of new methods of warfare. They were the end of industrial-age warfare and the beginning of warfare in the information age. FM 100-5 introduces these new methods of warfare.

Doctrine is being revised because of these realities which have changed the face of the battlefield, expressed in



terms of battle dynamics. The revised FM 100-5 discusses how commanders must think about early entry, battle space, battle command, simultaneous attack in depth, and logistics in the conduct of operations across the full range of military activities.

The Army relies on its doctrine to provide intellectual focus and precision for everything it does. One of its principal roles is to allow the Army to think as a corporate body and, thereby, have consistent expectations in the conduct of its business.

## New Concepts

FM 100-5, *Operations*, is an all-encompassing expression of how the strategic, Total Army intends to fulfill its obligations across the range of military operations. The manual addresses in more detail the strategic-operational linkage and military operations in peacetime, crisis and war.

The new FM 100-5 expresses in the strongest terms the fact that on the future battlefield, the Army will sel-

---

***...the Army will seldom — if ever — fight alone. Joint, combined and interagency operations will be the norm.***

---

dom — if ever — fight alone. Joint, combined and interagency operations will be the norm. This requires flexible doctrine, based on how to think as well as how to act.

Power projection is a central element in the National Military and National Security Strategies. When the nation decides to apply all or some of its elements of national power, the U.S. Army makes its military contribution as part of a joint team through force projection — a demonstrated ability to prepare

rapidly to conduct military operations anywhere in the world, emanating from its bases inside or outside the CONUS, using active and reserve components, supported by civilians, as required. The new manual discusses Army force projection and the strategic nature of the Army's role in our national strategy.

Force projection includes the reality that the Army will participate primarily in joint and combined operations that are rapid response in nature. Commanders will have to anticipate and prepare for what they need, tailor forces, use intelligence, plan logistics, provide relevant training, and employ carefully the principles of battle command as they apply to the forces they direct and to the contribution they make in combined operations.

As part of its force projection focus, the new manual emphasizes the battle dynamics that affect commanders' decisions and actions.

Commanders must think about early entry into a theater of operations by proper sequencing, mixing and matching forces, according to the assessment of the nature of the operation and the maturity of the theater.

The new Army operational doctrine introduces the notion of battle space — the use of the entire battlefield to apply combat power to affect the enemy. Commanders seek to dominate the enemy in a given battle space. This new thought is important for a force projection Army, the commanders of which will have to visualize the battle space within which they will fight under much more varied and ambiguous conditions than before. In order to do so, commanders must understand: the effects of geography and terrain; appropriate use of available fires and target acquisition; and integration of joint and combined assets that can be brought to bear against the enemy.

Commanders must envision the combined battle space of their subordinate units, the effects of their weapons, airborne and ground acquisition systems, and other assets given to them or used in their behalf, such as special operations forces, interdiction assets and fires of adjacent units. Units that effectively use simultaneous attack in depth and appropriately use available intelligence to pressure the enemy across an entire area of operations make best use of battle space.

The new FM 100-5 emphasizes the importance of understanding battle command to distinguish the essence of command from its implementing functions.

---

***Agile-thinking, intuitive commanders are required in a force projection Army where conditions of employment of forces and force are more ambiguous than in the Cold War.***

---

Battle command is the expression of the will of the commander, the way in which a commander forms his vision of battle, how he is helped in fully picturing it, and how he anticipates and adjusts as information and events unfold. While the requirement for control and communication is included within the description of battle command, the emphasis is on the decision and leadership aspects of the art of command — knowing what has to be decided upon; the consequences of decisions and when to make them; taking responsibility for the decisions made; inspiring and directing forces toward the desired outcome; engendering a positive command climate that includes moral and physical courage and vision; and anticipating the future course of events. Agile-thinking, intuitive commanders are required

in a force projection Army where conditions of employment of forces and force are more ambiguous than in the Cold War.

Commanders must also think about the use of all available target acquisition and attack assets to operate throughout the depth of the battlefield. The aim is to apply combat power simultaneously throughout the depth and space of the battlefield. Stun the enemy, then defeat him. The beginnings of this method were evidenced in Operations Just Cause and Desert Storm. Commanders use simultaneous operations in depth not only to influence the close battle, but also to achieve results apart from the close battle.

This edition of FM 100-5 expands the discussion of logistics, its importance to each level of war, and the links at the strategic and operational levels. Commanders must think about how to maintain and sustain their forces across an extended and maneuver-oriented battlefield. The new methods of total asset visibility and split-based logistics are introduced.

Although the U.S. Army has divested itself of nuclear weapons, potential enemies still retain them. In fact, the issue of control becomes a central concern, because of the uncertainty of how governments will handle these weapons. Unconventional warfare and battlefields that include weapons of mass destruction are addressed in some detail in the new manual.

Other discussions in the updated manual include the impact of technology. The importance of technology is addressed throughout the manual, including a discussion about the dependence of Army forces for the use of space-based systems in joint and combined operations. Specific passages talk about the interrelationship between doctrine and technology. One is affected by

the other. The manual lays out a vision that not only reflects the technological capabilities of the age but also indicates where it is we wish to develop our abilities in the future.

A separate chapter devoted to operations other than war at the end of the manual describes how commanders should think about these kinds of operations. This expanded discussion, however, does not alter the primary reason for the Army's existence—warfighting. Warfighting is still the essence of the military profession and the heart and soul of FM 100-5.

The new chapter on operations other than war explains that the U.S. Army

---

***Warfighting is still the essence of the military profession and the heart and soul of FM 100-5.***

---

has historically, at home and abroad, performed these missions. These operations precede, follow, and exist alongside wartime missions. The new FM 100-5 acknowledges the close relationships between the two environments and how commanders need to think about operating in each, separately or in tandem. Just as there are principles that apply to war, there are principles that apply to operations other than war.

A force projection army can find itself deployed anywhere in the world on short notice. Fighting may occur in any one of a number of diverse environments against all manner of enemies. Forces may come out of one operation only to find themselves immediately committed to another, and it may or may not be in the same theater.

Our new doctrine looks at a broadening of our ideas of missions,

environments/rules of engagement, and desired outcomes. A smaller Army with fewer forces, facing an extremely complex global environment, must have units that are more versatile to meet the wide range of demands placed on them. Agility, initiative, depth, and synchronization remain central tenets to the success of Army forces in all of their endeavors. Versatility, a new tenet, underscores the ability and necessity of Army units at every level to anticipate and shift among various tasks and activities while retaining their essential warfighting readiness. It reflects the reality of the environment in which the Army finds itself today and in the foreseeable future.

## **Chapter Summary**

The new chapters in the 1993 version of FM 100-5 are: Chapter 3, Force Projection; Chapter 4, Joint Operations; Chapter 5, Combined Operations; and Chapter 13, Operations Other Than War. Chapters four and five were previously combined in a single chapter.

### **CHAPTER 1 CHALLENGES FOR THE U.S. ARMY**

*Doctrine is the statement of how America's Army, as part of a joint team, intends to conduct war and operations other than war.*

Chapter one begins with a discussion of the importance of doctrine and its role against a wide range of threats. Then the chapter describes the American view of war: to win decisively at minimum cost to U.S. forces, while observing the nation's values expressed in the Constitution and the laws of land warfare. It contains a detailed discussion of the strategic context to include the Army's role in executing the National Security Strategy and National Military Strategy. Finally,



the chapter touches on the training and readiness challenges Army forces must overcome as a force projection army.

## **CHAPTER 2 FUNDAMENTALS OF ARMY OPERATIONS**

*The U.S. Army's warfighting doctrine reflects the nature of modern warfare. ...It is inherently a joint doctrine that recognizes the teamwork required of all services... U.S. Army doctrine is compatible with joint doctrine.*

This chapter builds on the success of our previous doctrine and sets the foundations for how Army forces must operate across the full range of military activities. It starts by describing how Army forces can expect to operate in war and operations other than war, highlighting interoperability with other services, other nations, and other agencies of federal and state governments. Next, it describes how all capabilities of the Army must be integrated to be effective. The chapter explains the nine principles of war, as well as the tenets of Army operations, including the newest tenet — *versatility, the ability of units to meet diverse mission requirements*. The rest of the chapter explores how commanders and units generate combat power.

## **CHAPTER 3 FORCE PROJECTION**

*Force projection is the demonstrated ability to rapidly alert, mobilize, deploy, and operate anywhere in the world.*

As the key element of power projection, force projection is a vital component of a strategic Army. Treated in great detail in this chapter, force projection operations are complex, and early decisions concerning mobilization and deployments will begin to set the conditions for successful mission accomplishment. This chapter recognizes this complexity and delineates specific key

considerations for Army forces such as lethality for the deploying force, force tailoring and teamwork, intelligence, logistics, and others that Army commanders must consider in planning and conducting these operations. The chap-

---

***As the key element of power projection, force projection is a vital component of a strategic Army.***

---

ter also discusses the general sequence of force projection operations from mobilization through demobilization.

## **CHAPTER 4 JOINT OPERATIONS**

*Joint operations are the integrated military activities of two or more service components — the Army, Navy, Air Force, Marine Corps — of the U.S. military.*

This chapter looks at types of joint commands in which Army forces may become a part, and the types of command relationships that may exist in those joint organizations. Also, the chapter explains how a CINC may organize his theater and the considerations that are applied in reaching that decision.

## **CHAPTER 5 COMBINED OPERATIONS**

*Combined operations involve the military forces of two or more nations acting together in common purpose.*

The United States will often pursue its objectives through coalitions and alliances. This chapter outlines factors commanders must consider in forming or becoming part of a combined force and the specific insights to be used when planning and conducting operations with forces from other nations.

## **CHAPTER 6 PLANNING AND EXECUTING OPERATIONS**

*In a force-projection army, planning and conducting operations at both the tactical and operations levels have become more complex since the end of the Cold War.*

This chapter describes the levels of war in detail. It speaks of how operational art links the strategic and tactical levels of war. Then, it focuses on considerations for planning and conducting operations, the battlefield framework, offense and defense at the tactical and operational levels, and introduces a new subject — conflict termination. This section states that U.S. forces seek to end conflict on favorable terms, and decisions made during the conflict may have a significant bearing on when and how it ends.

## **CHAPTER 7 FUNDAMENTALS OF THE OFFENSE**

*The offense is the decisive form of war.*

Fundamental considerations for how to think about offensive operations is reviewed in this chapter. The purposes and characteristics of the offense, forms of the tactical offense and maneuver, and offensive operations in depth are described.

## **CHAPTER 8 PLANNING AND CONDUCTING THE OFFENSE**

*Offensive doctrine leaves the commander wide latitude and the greatest possible freedom of action to accomplish the mission.*

Planning and conducting offensive operations are reviewed in this chapter. More specific guides than those found in the previous chapter are provided but it avoids being directive in nature. Commanders are allowed freedom of

action to plan operations based on their specific situations.

## **CHAPTER 9 FUNDAMENTALS OF THE DEFENSE**

*The immediate purpose of defensive operations is to defeat an enemy attack.*

This chapter describes fundamental considerations, purposes, and characteristics of the defense. It also reviews defensive patterns and defensive operations in depth.

## **CHAPTER 10 PLANNING AND CONDUCTING THE DEFENSE**

*Defense doctrine describes two general forms of defense at the tactical level — area and mobile.*

This chapter covers considerations for planning defensive operations, and then how to prepare, conduct, and terminate these operations. It is more specific than the previous chapter but again allows commanders freedom of action to plan operations based on their specific situations.

## **CHAPTER 11 RETROGRADE OPERATIONS**

*A retrograde operation is a maneuver to the rear or away from the enemy. It is part of a larger scheme to regain the initiative and defeat the enemy.*

This chapter describes the purpose of retrograde operations and the types that may be conducted.

## **CHAPTER 12 LOGISTICS**

*Logistics is the process of planning and executing the sustainment of forces in support of military operations.*

This chapter sets the foundation for logistics operations by describing the underpinnings of logistics for each of the levels of war and the characteristics required for effective, efficient logistics support. It also describes logistics planning, operations, and tactical functions.

## **CHAPTER 13 OPERATIONS OTHER THAN WAR**

*The Army's primary focus is to fight and win the nation's wars. However, Army forces and soldiers operate around the world in an environment that may not involve combat.*

While the manual's primary focus is warfighting, the Army realizes it will be called upon to provide forces in an environment that does not involve direct combat, such as relief efforts provided after Hurricane Andrew hit Homestead, Fla. This chapter describes those possible environments and addresses the principles for guiding the Army's actions in such operations.

## **CHAPTER 14 THE ENVIRONMENT OF COMBAT**

*Warfare presents a challenging environment to any military organization and its soldiers.*

Leaders must recognize capabilities and limitations of the human and physical dimensions of the environment of combat in order to successfully accomplish the mission at least cost to U.S. forces. This chapter explores these dimensions and their possible effects on Army operations.

## **Conclusion**


Changes in the strategic environment, lessons learned from recent experiences, and the significant impact

of new warfighting technology have profoundly influenced the most recent revision of FM 100-5, *Operations*.

Emphasis in this manual on the availability of space-based systems in joint and combined operations and early warning intelligence, navigation and communications systems provides commanders with a doctrinal base for using the tools of space technology in achieving decisive victory on the extended battlefield.

The concept of full dimensional operations to document that the Army understands how it must be prepared to deploy rapidly anywhere in the world, dominate an enemy's battle space across the full range of military operations, and achieve decisive victory at the least cost to American lives, are explained in this manual.

The realization that Army commanders and their units may have to shift roles quickly to perform humanitarian relief and other noncombat operations is a primary reason for including a chapter on operations other than war and adding versatility as a tenet to our basic warfighting doctrine.

FM 100-5 continues to be the authoritative statement on how the Army thinks about its role as part of a joint and combined team and the strategic relationship of the Army to our nation's values and goals, as expressed in our National Security and National Military Strategies. FM 100-5, *Operations*, will guide the Army through the uncertainty of the new strategic environment to assure continued success into the 21st Century. 

*Source: Training and Doctrine Command FM 100-5, Operations, Executive Summary, June 1993.*



# History of Army Doctrine

## From the Revolutionary War to the Post-Cold War Era

Tracing its roots to the Revolutionary War, doctrine has served to prepare the Army to meet future events as they develop.

Baron Von Steuben's "Blue Book" was the Army's first authoritative guide on order and discipline. The book helped Von Steuben as he assessed farmers and frontiersmen turned soldiers in Washington's Army.

But the book served a larger purpose than order and discipline for a somewhat unruly group of citizen-soldiers. It made use of the unique tactics and techniques exhibited by these early fighters, to develop them into a disciplined, effective force against British regulars.

During the Civil War, both sides had tactical writers. General Silas Casey was the source of tactical doctrine for the Union. General William Hardee's "Rifle and Light Infantry Tactics" was the basis for Confederate Army fighting techniques. Many handbooks were published privately during this period, without any government standardization.

Near the turn of the century, private authors were replaced by service branch schools, which produced and taught Army doctrine. The first field service regulation was published in 1905.

World War II brought a major effort by Fort Leavenworth and the Army War College to prepare future senior leaders for the prospect of commanding large forces. The Army's most succinct and philosophical effort to date, Field Service Regulation 100-5, *Operations*, equivalent to today's Field Manual 100-5, was published.

Senior Army leaders spent substantial time observing events unfold

*...the new FM 100-5, Operations, has met the demands of a changing and uncertain world as it prepares the Army for its force projection role of the 21st Century.*

in Europe in the late 1930s as the war began, and revised the field service regulation about every nine months before the U.S. became involved. They recognized the dynamic nature of doctrine and the need to adapt to change and the realities of the strategic environment.

After World War II, Army doctrine and preparedness declined. The Army entered the Korean War with doctrine that reflected the thinking of the previous war. That changed when American soldiers faced North Korean forces who were better prepared and armed.

The Atomic Era was the beginning of a long bipolar confrontation that dominated our wartime preparations and thought. Doctrine and force structure emphasized nuclear as well as conventional forces. But nuclear weapons did not stop regional aggres-

sion, as the conventionally waged Vietnam War demonstrated.

The Cold War continued, and the fact of Warsaw Pact superiority in numbers made us recognize that we might need to fight a conventional war greatly outnumbered.

The Active Defense doctrine of 1976 elevated doctrine to a new status, and gave the Army a "How to Fight" manual that recognized the European terrain realities while providing specific imperatives on how to fight outnumbered and win.

In 1982, AirLand Battle became the doctrine of the future, altering the "how-to-fight" approach by offering a less prescriptive, initiative-oriented way to approach warfighting.

The last FM 100-5, produced in 1986, still provides the basis for much of the operational focus in the 1993 edition.

However, the late 1980s brought many changes in the world, requiring an in-depth review of AirLand Battle concepts. The result is an edition in 1993 that embodies the range of regional threats and contingencies that the Army now faces and envisions for the future. We cannot foretell the exact course of future events, locale or intensity, but the new FM 100-5, *Operations*, has met the demands of a changing and uncertain world as it prepares the Army for its force projection role of the 21st Century. ✱

*Source: Training and Doctrine Command, History of Army Doctrine Fact Sheet, June 1993.*

# FM 100-5, Operations

The Army's keystone doctrine, FieldManual (FM) 100-5, *Operations*, is the authoritative guide on operations of Army forces in the environments of peace, conflict and war.

The Army has recognized the need for change in a significantly different strategic framework, as it reshapes into a smaller but more capable force for the future.

The end of the Cold War, the profound changes in the world's political system, rapid technological developments, lessons learned during recent conflicts and the way we define our national priorities all help forge new doctrine in the Army.

A major focus of discussion in the new FM 100-5 is the Army's strategic responsibility to the nation under Title 10. As the principle land force for the nation, the Army is expected to carry out its responsibilities by using overwhelming combat power to decisively win the nation's wars at the least cost in human lives, while performing peacekeeping and humanitarian assistance in service to and for the nation.

The new doctrine captures the essence of the Goldwater-Nichols Act of 1986, through its discussion of the inherently joint nature of all military operations working as a unified team under a theater commander-in-chief.

FM 100-5 answers the challenges of the National Military Strategy by addressing concepts of getting capable forces into distant theaters by making force projection a central concept of the manual.

Within this central concept, the new Army doctrine is written to address the perceived changes occurring on the modern battlefield. These battlefield dynamics are explained in chapters dealing with: early entry, the first stages of force projection; battle space, how to apply concentrated combat

***FM 100-5 is a doctrine about winning. It keeps a warfighting focus, emphasizing full dimensional operations, the ability to get to a theater, to work as a joint or unified team and to achieve decisive victory.***

power to dominate a given area of operations; battle command, those aspects of commander's intent, leadership and control necessary for leaders to be effective; depth and simultaneous attack, the move away from emphasis on fighting close toward applying technological superiority to press the fight close and deep simultaneously; and logistics, the ability to sustain forces at every level of war.

FM 100-5 discusses how a non-nuclear Army must think about its role in a world where weapons of mass destruction, and especially control of nuclear weapons, is a central issue.

The manual also discusses how the Army, in a force projection role, uses a balance of armored, light and special operations forces to meet the challenges of operations throughout the battlefield alongside joint and combined partners.

Operations other than war, built into a separate new chapter of FM 100-5, addresses how recent events demonstrate that national and international authorities will continue to call upon the Army and sister services to perform missions other than combat.


In performing the many combat and non-combat functions for a theater commander, the new FM 100-5 recog-

nizes the need for a new tenet — versatility — to describe how the Army commanders and leaders will have to think about making the transition from one task to another quickly in a rapidly changing environment. Commanders will have to think about how to terminate conflict, then switch roles to become actively engaged in community or nation assistance and peacekeeping.

The manual also discusses how the Army must keep a qualitative edge in technology, continuing to leverage new developments into the hands of well-trained soldiers and insert new technology where it is otherwise not into full scale production.

The challenge for the Army and its doctrine is to continue providing the intellectual basis for change. Doctrine is visionary, grounded in the present, and pointed to the future.

The 1993 edition of FM 100-5 is a major collaborative effort. It represents the collective wisdom of senior Army commanders, commandants of Army schools and centers, key officers of the joint staff and senior leaders of the Active, Reserve and civilian components.

FM 100-5 is a doctrine about winning. It keeps a warfighting focus, emphasizing full dimensional operations, the ability to get to a theater, to work as a joint or unified team and to achieve decisive victory. Meanwhile, the document discusses the Army's need to be a versatile force, ready to respond to noncombat and situation-dependent joint, combined and interagency operations. 

*Source: Training and Doctrine Command, FM 100-5, Operations Fact Sheet, June 1993.*



# U.S./ROK TECHINT Teams Conduct Joint Training

By 1st Lt. Anthony R. Wiggins

**T**echnical Intelligence, known as TECHINT, proved to be a combat multiplier during Operation Desert Storm. The 11th Military Intelligence Company (TECHINT) recognizes the importance of providing field commanders with accurate battlefield technical intelligence.

In conjunction with "Team Spirit '93," TECHINT teams from the Foreign Materiel Intelligence Battalion and the ROK TECHINT Group conducted joint training exercises in Korea from March 9-15, 1993.

Team One, 11th MI Company (TECHINT), is based at Aberdeen Proving Ground, Md. Its mission is to perform technical exploitation on foreign equipment and to prepare reports noting the capabilities, specifications and possible modifications a particular piece of equipment may have undergone to upgrade their systems.

The joint training between the U.S./ROK teams included: the history of TECHINT in both countries, roles of individual team members, demonstrations of tools that aid in the technical exploitation process, physical training, joint U.S./ROK technical exploitation and lessons learned from Operations Desert Shield and Desert Storm.

The joint training between the U.S./ROK teams included: the history of TECHINT in both countries, roles of individual team members, demonstrations of tools that aid in the technical exploitation process, physical training, joint U.S./ROK technical exploitation and lessons learned from Operations Desert Shield and Desert Storm.

Composition of the two TECHINT teams differed: Team One was composed of one commissioned officer, one warrant officer and ten noncommissioned officers, whereas the team from the

ROK TECHINT Group was composed of ten commissioned officers, one warrant officer and one civilian. At the conclusion of the training, a dinner was held and gifts were exchanged between the two teams.

In addition to the joint training, Team One also received escorted tours of two Demilitarized Zone Observation Points, as well as a tour of a North Korean infiltration tunnel.

The training conducted between the two teams has set the tone for future endeavors of this type between FMIB and the ROK TECHINT Group.

Members of the 11th MI Company who deployed to Korea for the training were: 1st Lt. Anthony R. Wiggins, Chief Warrant Officer Rickey Miller, Sgt. 1st Class Kenneth McDowell, Sgt. 1st Class Kelvin Curtiss, Sgt. 1st Class Ronald Harrison, Staff Sgt. Michael Adams, Staff Sgt. Jorge Molina, Staff Sgt. Marlon Walker, Staff Sgt. Troy Wolf, Sgt. John Walters, Sgt. Gregory Handy, and Sgt. Felix Simon. Also deployed from FMIB and making up the liaison element were Capt. Kenneth Payne, Chief Warrant Officer Rick Quiocho and Sgt. Steve Davidson. The deployed personnel returned to Aberdeen Proving Ground on March 27, to waiting family and friends. ✠



Staff Sgt. Michael Adams (right) explains the procedure for manipulating digital photo images on a microcomputer to South Korean soldiers. (U.S. Army photo)

*1st Lt. Wiggins is the OIC, Team One, with the 11th MI Company, FMIB, Aberdeen Proving Ground, Md.*

# Airborne!

By Capt. John P. Holland

**T**he 337th Military Intelligence Battalion (Tactical Exploitation) (Airborne), U.S. Army Reserve, conducted its first battalion-level airborne operation at Fort Bragg, N.C. on May 18, 1993. The operation was run with the 337th's Capstone headquarters, the 525th MI Brigade.

Spectators cheered as the battalion's airborne qualified personnel, led by Lt. Col. Wallace S. Broome, exited the two C-130 Hercules aircraft and landed on Holland Drop Zone, Fort Bragg. The

Deputy Commanding General, 120th Army Reserve Command, (ARCOM) Brig. Gen. Herbert Koger participated in the operation to help mark the unit's history-making event.

"This airborne operation and the battalion's performance during annual training evidenced our ability to perform our wartime mission. Our soldiers have demonstrated we can provide effective intelligence and electronic warfare support if called upon by the 18th Airborne Corps and the

120th ARCOM," said Maj. Lou Hoffman, Executive Officer for the 337th MI Battalion.

After the operation, the participants celebrated the first jump by an airborne Reserve MI battalion with a drop zone party. ✖

---

*Capt. Holland is with the 337th MI Battalion (TE) (ABN), Charlotte, N.C.*



At Fort Bragg, soldiers are rigged for their first battalion-level airborne operation parachute jump.

*(Photo by U.S. Army)*



# Tarbet Assumes Command of 300th MI Brigade (Linguist) ARNG

By Capt. Val Peterson

The 300th Military Intelligence Brigade (Linguist) ARNG held a change of command ceremony June 6, 1993, in the auditorium of Utah National Guard Headquarters in Draper, Utah.

Col. Stewart E. Smith relinquished command to Lt. Col. Brian L. Tarbet, the deputy brigade commander. Smith has been selected for the United States Army War College, Carlisle Barracks, Pa., and also will be attending the Fletcher School of Law and Diplomacy at Tufts University in Boston, Mass.

Smith was awarded the Meritorious Service Medal for increasing the readiness of the brigade. He was also integral to the development and acceptance of the Reserve Component translator/interpreter military occupational specialty. Under Smith's leadership, approximately 100 soldiers were mobilized and participated in Operations Desert Shield and Desert Storm.

Smith has served as the commander of the 300th MI Brigade (Linguist) since September 1990. He has also served the Utah National Guard as S3 for Troop Command; 300th MI Brigade liaison officer; A Company, 142nd MI Battalion commander; and Headquarters

and Headquarters Company, 142nd commander. Smith is a managing analyst for the Office of Legislative Research and General Counsel for the state of Utah. He holds a master's degree in public administration from the Brigham Young Marriott School of Management.

"The brigade and Lt. Col. Tarbet will face many challenges over the next several years, including the imple-

mentation of plans to double the strength of the brigade to approximately 3,000 and also double the number of languages spoken in the brigade from 30 to 62," said Smith.

Tarbet has served as deputy commander, 300th MI Brigade (Linguist); commander, 142nd MI Battalion (Linguist); S3, 300th MI Brigade (Linguist); S3, 142nd MI Battalion (Linguist); Assistant S3, 142nd MI Battalion (Linguist) and as a language section leader. He is employed as the division chief of the Tax and Business Regulation Division for the Utah State Attorney General's Office. He received his bachelor's degree from Utah State University and law degree from the University of Utah.

The 300th MI Brigade (Linguist) ARNG is composed of six battalions. The 141st and 142nd are located in Utah, the 223rd in California, the 341st in Washington, the 415th in Louisiana, and the 260th in Florida. Soldiers from the brigade provide interpretation and translation skills for the United States Army. ✱



The colors of the 300th MI Brigade (Linguist) were received by Lt. Col. Brian L. Tarbet, the new commander, during the June 6th change of command ceremony.

(Photo by Utah Army National Guard)

*Capt. Peterson is a linguist with the 300th MI Brigade (Linguist), ARNG, Draper, Utah.*



Incoming commander, Lt. Col. Walter J. Wright (left) takes the 470th MI Brigade colors from Maj. Gen. Charles F. Scanlon, INSCOM commander, while Command Sgt. Maj. McWhorter and Col. David F. Young (right), outgoing commander, stand at attention.

*(Photo by U.S. Army South PAO)*

# Wright Takes Command of 470th MI Brigade

By 1st Lt. Merle V. Bickford

**O**n June 15, 1993, the 470th Military Intelligence Brigade, Fort Clayton, Panama, changed commanders. Before a gathering of military, State Department and host nation dignitaries, Maj. Gen. Charles F. Scanlon received the brigade colors from the outgoing commander, Col. David F. Young, and passed them to the incoming commander, Lt. Col. Walter J. Wright.

Complementing his reputation as an innovative commander, Young held

the ceremony at Fort Amador, a location offering both a magnificent panorama of the Bay of Panama, as well as turbulent memories of U.S. military missions during Operation Just Cause. Young's next assignment will be to serve as the Vice J2 of the U.S. Atlantic Command, Norfolk, Va.

No stranger to the 470th MI Brigade, Wright, who has been selected for promotion to colonel, was the commander of one of its battalions

from 1989 to 1990. He recently returned to Panama from Carlisle Barracks, Pa., where he attended the U.S. Army War College. ✱

---

*1st Lt. Bickford is the Brigade Executive Officer at the 470th MI Brigade, Panama.*



# Drawdown-Targeted Civilians Have CARE-ing Support System

**B**y the end of fiscal year 1997, the Army's civilian population is expected to be smaller by some 51,000 personnel than the strength at the end of fiscal year 1992.

Part of the Total-Force drawdown, that figure represents the largest civilian reduction within the Defense Department, said Vicki Hines. Her office at the U.S. Total Army Personnel Command in Alexandria, Va., manages civilian personnel requirements Army-wide.

"In fiscal '93 alone, about 25,600 employees must leave the Army rolls," she said.

What kind of support services are available to help the displaced?

For one, recent legislation authorizes defense officials to offer "voluntary separation incentives." These consist of lump-sum payments equal to the lesser amount of either severance pay or \$25,000.

Hines defines the long-term goal of the incentive effort as encouraging employees to take immediate or early retirement, or to resign to avoid or minimize involuntary separations.

The incentives come from CARE — the DoD-administered program called Civilian Assistance and Reemployment. Basically, CARE seeks to minimize the effects of reduction in force, assist laid-off employees, reshape the civilian force and restore personnel balance.

Hines described another element of the CARE program: Job Swap.

"It allows an employee at an installation scheduled for closure to exchange jobs with an employee who is eligible to retire at a nearby unthreatened installation," Hines said.

She explained that the job-swapping employees must have equivalent jobs and supervisory approval. "Also, the retirement-eligible person, who

will receive no voluntary separation pay, must stay at the closing installation until it actually closes."

Why would a prospective retiree choose such an arrangement? "Perhaps he or she has relatives in the area of choice, or prefers its climate or economy for retirement advantage," she answered.

A CARE-sponsored provision recently approved by the U.S. Office of Personnel Management allows employees facing involuntary separation but needing a minimal time for retirement eligibility to stay on annual leave until they achieve eligibility. ✻

— *Army News Service*



*Remember...*

**August is  
Romance Awareness  
Month!**

# Why Do We Need Automation Security?

By Barbara Beakes



What if you were working on a sensitive project where the premature release of information could adversely affect its outcome and you found it had been compromised? Where would you first look to find out how it was compromised? Did the thought occur to you that possibly the very vehicle on

which we have become so reliant — the computer — might be the culprit? Before processing any data, did you give the slightest thought to the possibility that others could access or maybe even destroy your data? Were you even aware that these possibilities exist? The following information is intended

to call attention to the importance of first, protecting data and, secondly, the systems which process, store, and transmit data.

By regulation, we in the Army are required to implement provisions to protect our data, regardless of classification. National policy tasks us with



the responsibility for ensuring the availability, confidentiality and integrity of our data. For those unfamiliar with these terms, they are defined as follows: **Availability**: "... the state when data are in the place needed by the user, at the time the user needs them, and in the form needed by the user." Simply stated, when you have a need to access some particular data, you want assurance that the data will be there. Next we have **confidentiality**, which is "... the protection of data from unauthorized disclosure." This essentially speaks for itself. And, finally, **integrity**, which is the protection of data from intentional or unintentional alteration or misuse. This is the area where most compromises occur. Many individuals believe that our biggest computer crime threat comes from within, i.e., a disgruntled employee, someone whose intent is to sell or give information to others, or simply one improperly trained in the use of a computer. The potential is there for entire databases to be altered or totally destroyed. Also, we need to be aware of the damage computer hackers are capable of inflicting. There are numerous incidents today where hackers have accessed databases with the intent of destroying them, altering data or introducing viruses. Whatever the circumstances, we need to employ every method possible to preclude these happenings.

Today, through implementation of stringent controls, we are making real progress in meeting the provisions established by this policy. How is this being accomplished at Headquarters INSCOM?

- First, through establishment of an automation security program which provides policy and guidance to INSCOM units.

- Second, through the appointment of computer security officers at individual units who oversee automation security for all automated infor-

mation systems and networks under their purview. These individuals are responsible for ensuring that all personnel are appropriately cleared where applicable; that they are authorized access to a particular system or network; that they are familiar with the proper operating and security procedures of the computer system; and that they are aware of and comply with the applicable regulations governing the systems which support their mission.

- Also, INSCOM is seeking to ensure the protection of data by initiating training programs for individuals tasked with automation security responsibilities, who, in turn, pass this training on to others. Lack of adequate training has been one of the major obstacles that so many in automation security have had to overcome. However, because of the important role automation security plays today, more emphasis is being placed on programs to meet these requirements. National-

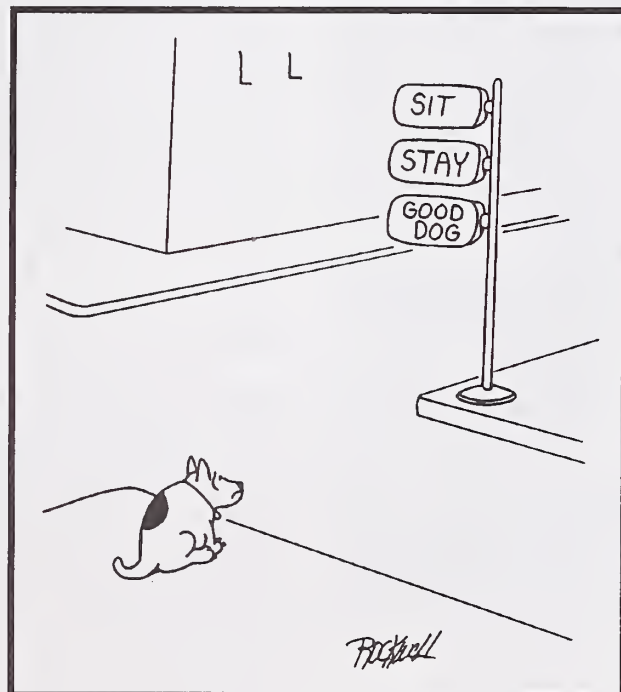
level involvement has increased the number of training programs that are now available.

- Last, and most important, people are being made aware of the importance of automation security. They are becoming more receptive to the needs and rationale for protecting their data.

The proliferation of computers, the number of individuals who use them and resource-sharing through networking, has increased the need for adequate and reasonable security. Today, we continue to operate in a "catch up" mode because of technological advances. Will we ever "catch up"? Only through support and resources can it be accomplished. ✽

---

*Ms. Beakes is with the Office of the Deputy Chief of Staff, Information Management, INSCOM.*



# Safety Measures for the 'Backyard Mechanic'

**T**he *Summer '93 Safety Support Packet* from the U.S. Army Safety Center, Fort Rucker, Ala., shows declining annual statistics involving injuries and deaths within the home. In 88 million American homes, 20,500 persons were killed and 3,100,000 disabled due to home accidents. About one person in 11 suffered a home injury requiring medical attention, with a loss of one-half day or more of regular activity.

By becoming a "Backyard Mechanic," you make your household run more smoothly by keeping everything in working order. However, home, vehicle and appliance repair must be done with great care.

## Safe Lifting

Two common types of injuries associated with lifting are back strains and hernias. Back strains involve pulled muscles and, if severe enough, can require hospitalization. A hernia does not generally result from a single lift. It is usually the result of continued extreme exertion.

Here are some tips for safe lifting:

- Determine if you're capable of lifting the item alone.
- Clear the route of obstacles.
- Get a good footing close to the load.
- Place your feet eight to twelve inches apart.
- Bend your knees to grasp the load.
- Keep your back straight.
- Bend your knees outward and straddle the load somewhat.
- Get a firm grip.
- Keep the load close to your body.

- Lift gradually by straightening your legs.

Using the proper techniques can make your load easier to carry and create less of a chance for injury.

## Fire Extinguishers

There are three types of fires: Class A, Class B, and Class C. Class A fires are of ordinary combustible materials (wood, paper, textiles, etc.). They require cooling or quenching to be extinguished. Class B fires are created by flammable liquids or greases (gasoline, oils, paints, etc.) and can be extinguished by blanketing or smothering. Class C includes electrical fires. To extinguish them requires a non-conducting agent.

Extinguishers are classified by the type of fire they are designed to put out. Know how to operate your extinguisher and where your it is located. Use the proper fire extinguisher for each type of fire. Keep fire extinguishers in good condition and charged. Have the proper class fire extinguisher handy during operations such as equipment refueling, welding, and cutting. Don't block access to fire extinguishers — and don't fight fires involving explosives.

## Charging Batteries

Charging batteries can be dangerous. Some associated hazards of battery charging are burns and eye and back injuries, fumes and splashes, electric shock, and exploding batteries.

- Stand on wood floor boards or rubber mats when charging batteries, to minimize slips and falls and the danger of electric shock.

- Make sure that ample ventilation is available to disperse fumes.

- Keep water handy for prompt flushing of electrolyte spills.

- Don't smoke; escaping hydrogen can easily be ignited.

- Wear goggles to prevent splashes from reaching your eyes.

- Wear acid-proof gloves, aprons, and rubber boots.

- Never place metal tools on top of batteries or where they might fall on the battery and create a short circuit; this could cause an explosion or serious burns.

- Don't wear rings or other jewelry. Metal jewelry can short out battery terminals or get caught in machinery.

- Apply a strong alkali, such as baking soda, when acid is spilled on the floor.

- Clean up promptly.

- Treat acid burns from lead-acid batteries with baking soda and water.

- Treat electrolyte burns from alkaline batteries with vinegar and water.

## Gasoline

Gasoline should be kept in an approved safety can that identifies the contents. Any other flammables should be marked to distinguish between them. Don't mix flammable liquids, and never put flammables in a soft drink bottle or food container. Place cloth, paper, and other gasoline-soaked waste in approved disposal containers, usually metal.

Some potential hazards when dealing with gasoline include: sources of ignition (open flames, hot surfaces, sparks, electrical equipment, and static



electricity discharge), smoking and matches, and inhaling gasoline fumes (in large amounts, fumes can irritate mucous membranes and cause dizziness and headaches).

- Don't smoke around areas where there's gasoline.

- Gasoline should not be used for cleaning purposes.

- Make sure the engine has stopped and that all lights are out when fueling equipment.

- Wait until all areas of the tank opening are cool.

- Keep the hose nozzle or can spout in constant contact with the rim of the tank opening. Don't do a sloppy job of pouring.

- Flush away spills of more than a few drops immediately.

## Hand Tools

To avoid accidents using hand tools, always use the right tool for the job, never substitute. Use the tool as it was designed to be used. Observe safety practices, such as wearing protective glasses. Carry and store tools safely. Know how to use and maintain tools. Replace or have damaged tools repaired. Use double-insulated or battery-powered tools, a three-prong ground plug, or a ground fault circuit interrupter.

## Vehicle Jacks

Never place a car on concrete blocks or drive it over a ravine in order to work

underneath it. Use a jack that is designed for the car model. Chock the tires and set the emergency brake. Use a primary support, such as a jack, and a secondary support. Use metal ramps. Never allow children to crawl underneath the vehicle.

When becoming a "Backyard Mechanic," use common sense and good safety practices. ⚠

---

*Provided by the U.S. Army Safety Center,  
Fort Rucker, Ala.*



## Smith Wins All-Army Bowling Championship

A 703rd Military Intelligence Brigadesoldier has accomplished what no other soldier can, because there is only one in the entire Army every year.

Command Sgt. Maj. Debra E. Smith, 733rd MI Battalion, Schofield Barracks, Hawaii, is the 1993 All-Army Women's Bowling Champion.



Command Sgt. Maj. Debra E. Smith, 733rd MI Battalion, 703rd MI Brigade, is the 1993 All-Army Women's Bowling Champion. (U.S. Army Photo)

While Smith is the best woman bowler in the Army, she attributes her success partly to her desire to be third.

"I've had a personal desire to bring home a bowling championship, but I've never allowed it to be number one," Smith said, looking at a sign in her office which reads "I'm third."

"That sign helps me keep things in perspective," said Smith. "God and country are first. Soldiers are second, and I'm third."

Her bowling may be her third priority, but her interest was started in 1979 by the first man in her life, her husband, Wayne.

"When I was dating my husband, he said 'Let's go bowling,'" said Smith. "He taught me how to bowl and coached me my first six years. I have since become a better bowler than he is."

She may be a better bowler than her husband, but she's quick to add she still needs him.

"He has the ability, when I'm bowling, to identify a change in my style or hand position. It's like watching film for him. It's easier for him to pick out the mistakes,

and he still adds quite a bit to my game," Smith said.

The road Smith followed for the title was a familiar one, because she's been on the All-Army team since 1990. After submitting her application, the Department of Army Sports Office chose Smith and 57 other soldiers, and gathered them at Fort Belvoir, Va., April 12 through 16.

Having the tournament at Fort Belvoir was almost like a home court advantage for Smith.

"It was really nice having it at Fort Belvoir," said Smith. "There were some people there from INSCOM Headquarters who cheered me on during the tournament. The moral support really helped."

After arriving, the bowlers received two days of practice to get used to the facility and get a feel for the conditions.

The tournament lasted four days, with each participant bowling six games each day. The total pinfall determined who made the All-Army team, which is made up of six men and six women.

At the end of 18 games Smith was still 20 points out of first place. For her first game of the last day, she scored a 268, which was the highest score among the men and women in the tournament. The high game also rocketed her to a 100-pin lead, which she maintained to clinch the title.

The next week, after making the All-Army team, Smith was flown with the rest of the team to Eglin Air Force Base, Fla., to compete for a spot on the Armed Forces Team.

Two more days of practice preceded another four-day, 24-game tournament. There was a difference at Eglin, though. The first day was team bowling; the second, doubles; the third, mixed doubles; and the final day, singles.



While Smith didn't earn a place on the Armed Forces Team, she averaged a personal best score of 192.

"Maybe next year," says Smith with a slight hint of disappointment. "My goal next year is to make the Armed Forces Team."

"Maybe next year" is a thought other soldiers may have about one of the 11 men's and eight women's All-Army teams. For them Smith has some advice, "Just remember it's a hobby, not an occupation." Smith also added she'd be glad to explain the procedures and help someone get through the process of applying for the team so that he or she can accomplish what no other soldier can. *(Staff Sgt. Paul J. Ebner, PAO NCO, 703rd MI Brigade)*

## Dronsfield Awarded Legion of Merit, Gates Medal

During an awards ceremony at INSCOM headquarters on June 21, 1993, Sgt. Maj. Roger T. Dronsfield received a Certificate of Retirement, the Legion of Merit Award and the Maj. Gen. Horatio Gates Medal (Bronze). Maj. Gen. Charles F. Scanlon, INSCOM Commander, presented the Certificate of Retirement and the Legion of Merit, while Col. Ward B. Nickisch, the INSCOM Deputy Chief of Staff for Personnel, presented the Gates Medal.

The Gates Medal is an Adjutant General's Corps Regimental Award. It is cast from the original die used to make the gold medal that was presented to Gates, who was critical in preventing the British from occupying the Hudson River Valley during the Revolutionary War.

Dronsfield had served as the sergeant major in the Office of the DCSPER at INSCOM Headquarters for the past two years. Before this assignment, he worked at the Total Army Personnel Command in military intelligence and military police enlisted assignments.

"Twenty-seven years is a long time, but a short time," said Dronsfield of his Army career. "To all of you here at the headquarters, I leave with mixed emotions. This is a good place to work — a great place to work — and I thank you for the last two years."

*(INSCOM PAO)*

## Dickens Places at Track and Field Championships

1st Lt. Michelle Dickens, Headquarters and Headquarters Company, 902nd Military Intelligence Group, Fort George G. Meade, Md., placed in all three events in which she competed at the Armed Forces Track and Field Championships June 3-4.

Dickens took first place in the high jump with a height of 1.62 meters (5 feet 4 inches). She was a member of the All-Army 400-meter relay team, which also placed first, and she placed third in the long jump, with a jump of 5.68 meters (18 feet 7 inches).

Both the men and women's All-Army teams won first place at the championships, held at Emory University in Atlanta, Ga.

Dickens also became Conseil International du Sport Militaire qualified in the long jump. This designation places her in competition with servicemembers from other countries. The CISM competition is scheduled for Aug. 25 - Sept. 2 in France.

She says she plans to compete in the triple jump later. She's preparing for it because there are so many entrants in the long jump, but fewer in the triple jump.

"I strive to work towards the '96 Olympics in Atlanta, Ga.," said Dickens. "Ex-Olympians say I have a good chance in the long jump and triple jump." *(Spc. Jeanne Colby, Production Assistant, INSCOM Journal)*

## Toombs is NCO of the Year

Headquarters, U.S. Army Field Support Center, is proud to announce the selection of Sgt. Terry R. Toombs as its Noncommissioned Officer of the Year. Toombs was initially selected as the NCO of the Quarter for the first quarter of fiscal year 1993. He was selected as NCO of the Year during a competition held in April.

Toombs, 30, is originally from New Castle, Ind. He is married to the former Kim Baker, and they have three sons. Toombs serves in the Finance and Accounting Office at FSC as the Chief, Determination and Processing Section. He has spent seven years in the Army at posts such as Fort Huachuca, Ariz., and Stuttgart, Germany.

When asked about his selection, Toombs replied, "It is an incredible honor to be chosen as the NCO of the Year. But much of the credit goes to my chain of command, my peers and especially to my wife, who gave me the support and incentive to succeed."

Toombs will compete in the INSCOM NCO of the Year competition held on September 20.

*(Capt. Ronald N. Capps, Commander, HQ, U.S. Army Field Support Center)*

# Let's Get Physical!

By Jim Garamone

**S**tarting a physical fitness program, but not sure just how to do it? You should consider several physical fitness components in designing your program, according to Louis F. Tomasi, research physiologist with the Army's Physical Fitness School at Fort Benning, Ga.

"The one servicemembers are most familiar with is cardiorespiratory exercise," Tomasi said. "This is continued exercise over a long period of time — more than 20 minutes of intense activity." This level of exercise strengthens the heart and respiratory system, and research shows it can lessen chances of heart disease.

A second component is anaerobic conditioning. Anaerobic means using muscles for short periods — two to five minutes — without oxygen recharging the muscles.

Another component is local muscular strength and endurance. This is weight training with an intensity level at a momentary muscle failure in eight to 12 repetitions.

A final component is body composition. This is defined as the fat-free body weight in relation to lean body mass.

Tomasi urged periodic testing of your progress and said to expect no more than a 10 to 15 percent improvement.

Here are some tips for your fitness program:

■ **Exercise three to five times a week and do not do the same exercise each day.** Performing the same exercises each day does not allow the

muscles enough time to recover. For example, if you run for 20 minutes on Monday, you may want to do weight training on Tuesday.

■ **Keep accurate records of your training** to ensure you do more today than during your previous exercise session.

■ **Allow each exercised component about 48 hours to recover.** A light-intensity workout day between heavy sessions will meet this requirement.

■ **Balance your program.** Ensure you do upper and lower body and front and back routines. Do both cardiorespiratory and anaerobic routines.

Variety is the spice of exercise. Change your aerobic (cardiorespiratory) training methods. Don't just run. Use bikes, rowing machines, stair climbers, or skiing machines to vary your workout. Walking is fine, and interval training also helps vary your routine.

Tomasi said you can specialize and tailor your program for a specific goal. "It comes down to: fit for what again?" he asked. "Do you want to throw a ball farther? Do you want to increase your road-marching capability? Do you want to do more pull-ups or run faster? Are you training for a triathlon or to run a set distance?"

"Once you know what you want to work on, concentrate a greater part of your workout time on that specific area."

The actual workout consists of a warm up, high-intensity session and cool down.

The warm-up session should be five to seven minutes of light exercise to help prepare your body mentally and physically for more intense activity, Tomasi said. Some examples include walking, jogging, running in place or light cycling.

The key to the high-intensity session is your training heart rate. To figure this, take 220 (the maximum heart rate) and subtract your age, then multiply by the intensity level you wish to meet that day.

For example, if you are 40 and wish to train at a 70 percent intensity level, the formula works like this:  $220 - 40 \times .70 = 136$  beats per minute. During your high-intensity session, your heart should beat 136 times each minute. The longer the exercise continues, the more likely the intensity will decrease, Tomasi said.

Cool-down is five to seven minutes of light intensity work. This encourages a good blood return to the heart, helps avoid dizziness and additional heart stress. Don't simply stop after a high-intensity workout.

Gradually increasing your workouts is the way to go. Don't think you can run 10 miles if you've never even run for a bus. 🐾

---

*Jim Garamone is a writer for the American Forces Information Service.*



## *Program for Cardiorespiratory Improvement* *An example of a seven-week running or walking program*

### Week 1

Day 1: 15 minutes, \_\_\_\_ distance  
Day 2: 15 minutes, \_\_\_\_ distance  
Day 3: 15 minutes, \_\_\_\_ distance

### Week 2

Day 1: 20 minutes, \_\_\_\_ distance  
Day 2: 20 minutes, \_\_\_\_ distance  
Day 3: 20 minutes, \_\_\_\_ distance

### Week 3

Day 1: 22 minutes, \_\_\_\_ distance  
Day 2: 23 minutes, \_\_\_\_ distance  
Day 3: 23 minutes, \_\_\_\_ distance

### Week 4

Day 1: 25 minutes, \_\_\_\_ distance  
Day 2: 26 minutes, \_\_\_\_ distance  
Day 3: 27 minutes, \_\_\_\_ distance

### Week 5

Day 1: 30 minutes, \_\_\_\_ distance  
Day 2: 30 minutes, \_\_\_\_ distance  
Day 3: 30 minutes, \_\_\_\_ distance

### Week 6

Day 1: 33 minutes, \_\_\_\_ distance  
Day 2: 33 minutes, \_\_\_\_ distance  
Day 3: 33 minutes, \_\_\_\_ distance

### Week 7

Day 1: 35 minutes, \_\_\_\_ distance  
Day 2: 35 minutes, \_\_\_\_ distance  
Day 3: 35 minutes, \_\_\_\_ distance

Increase up to 40 minutes. For days with the same time, increase your distance. Research shows workouts conducted at high intensities for more than 40 minutes increase the chance for stress-related injuries, tendinitis, stress syndromes, myositis, etc.

## *Muscular Performance Development*

The use of progressive resistance training (weight training) is the primary method to improve local muscular performance. Here are some suggested exercises and weights to start.

Squat or leg press — 60 percent of body weight

Leg extension — 45 to 50 percent of body weight

Leg flexion — 30 to 40 percent of body weight

Heel lift — 60 percent of body weight

Bench press — 35 percent of body weight

Bent over row — 30-35 percent of body weight

Upright row — 30 percent of body weight

Overhead press — 25 to 30 percent of body weight

Arm curl — 25 percent of body weight

# Solving the Fat Mystery

by Maj. R. J. Struth Jr.

**C**holesterol, saturated fats, unsaturated fats, polyunsaturated fats, lard, blubber, lipids, lipoproteins, good fats, bad fats, Minnesota Fats—what's it all about, Alfie?

If you're like most of us, you are concerned about your health and want to do the best you can to take care of yourself. Preventing heart diseases is certainly high on any list of nasty things to try to prevent.

But the never-ending list of different types of fats can be confusing. Trying to figure it all out is almost enough to give you a heart attack.

Here's how it works:

If you have too much fat (or lipid) in your blood, your risk of heart disease is much higher. But this is not the whole story.



The fat in your blood comes in an assortment of flavors. Some are good (high-density lipoproteins or HDL). Some are not so good (low-density lipoproteins or LDL, very-low-density lipoproteins or VLDL, and triglycerides to name a few).

The HDL is the *good guy* and can actually help prevent heart disease by removing cholesterol from arteries. You want lots of HDL in your blood, and the best way to increase it is to exercise. The other blood lipids should be kept as low as possible.

**R**educing the fat in your blood is best done by combining diet, exercise and weight control. Exercise and weight control are fairly straight forward. The diet part is where all the confusion over types of fat comes into play.

Your total intake of fats of all types should be reduced to no more than 30 percent of your total calories for each day. Cut back on foods containing fats, such as sauces, gravies, butter, margarine, high-fat meats, etc.

An easy rule for keeping fat at less than 30 percent is to limit fat to about 30 grams for every 1,000 calories you eat.

Cholesterol is a waxy, fatty substance found only in animals. Animal products like meat, fish, poultry, eggs and dairy products all include differing amounts of cholesterol. Cutting back on meat and animal products can help reduce your cholesterol intake.

The *bad guys* also include saturated fats. They tend to raise the level of fats in the blood. They are usually

found in animal products but can also be found in other foods.

Saturated fats are usually hard or solid at room temperature (e.g., the fat in meat, butter, lard). The harder the fat, the harder it works to clog your arteries.

Replace solid fats with liquid ones, i.e., vegetable oils and products with vegetable oils (but not hydrogenated ones, because hydrogenation makes them saturated!).

Unsaturated fats are the *good guys*. They reduce the amount of cholesterol in the blood. Polyunsaturated fats (soy, corn, safflower and sunflower oils) help lower cholesterol levels.

Recent studies indicate that monounsaturated fats (canola, peanut or olive oils) also reduce cholesterol levels. Increase those oils in your diet, ideally by replacing saturated fats.

Have the mysteries of the fat family been solved for you?

Remember to exercise more, try to lose a few pounds, and cut back on the fat you eat. Replace solid animal fats with liquid vegetable oils. And keep fat to about 30 grams for every 1,000 calories.

Now the only mystery left to solve is how many years you can add to your life. 🍀

---

*Maj. Struth is a registered dietitian at Fitzsimons Army Medical Center, Colo. This story was adapted from the Fitzsimons Army Medical Center "Stethoscope."*



# Check Personal Credit Report Accuracy

**H**ow's your credit?

DoD transition officials recommend servicemembers getting ready to leave the military check their financial reports to avoid possible shocks.

Servicemembers need to spend time on money management, said Paula Davis, a DoD transition specialist. Money management includes credit history as well as pay or earnings, she added.

"When you leave the military (environment), whether active duty or civilian, it's a good time to look at every aspect of your life," she said. "This includes where you are financially, and a big part of that is your credit history."

Loans for homes, cars and other purchases, bill paying, credit cards and other financial transactions all go toward making up a personal credit history.

"It's never too early to look at your credit history. My advice is to take a few minutes to check it out, even if you're not making a career change," she said. In fact, military financial experts recommend you check the reports from your credit files at least once every year, Davis added.

The three main national credit bureaus that compile financial data are Equifax, Trans Union and TRW.

Credit card companies, car dealers, banks and other institutions with a legitimate need to know ask one or more of the companies for whatever information they have. A bad report (based on your credit history) can prevent you from buying a house or car, getting a credit card or loan, or any number of other things, said Davis.

The national credit bureaus post more than a billion credit transactions and several million court actions, like tax liens and judgments, to their records each month. Davis said the bureaus have made mistakes. For example, if someone skips out on a loan, consistently makes late payments or defaults on car payments, it could end up in your file by mistake.

The best way to protect your credit, said Davis, is to get copies of your credit history files from each of the three companies. Once you receive the credit reports, check them thoroughly. If you find inaccurate or missing information, or that someone else's information has been posted to your file, contact that credit bureau immediately for details on how to fix the report.

Under the Fair Credit Reporting Act, if you have been denied credit because of a credit bureau report, you are entitled to a free copy of that bureau's report. However, you must


request it within 30 days of the denial. If you haven't been denied credit, the average cost for each report is \$8 to \$12.

For information on requesting a credit history file, check the local telephone directory for credit bureau listings. When writing to the credit bureaus, include your full name, Social Security number, current address, addresses for the previous five years, date of birth, current telephone number and, if applicable, spouse's name.

Here are the addresses for the big three credit bureaus:

Equifax  
P.O. Box 740241  
Dept. P  
Atlanta, GA 30374

TRW Complimentary Credit Report  
P.O. Box 2350  
Chatsworth, CA 91313

Trans Union Corp.  
Customer Relations Dept.  
P.O. Box 7000  
North Olmstead, OH 44070 

---

—American Forces Information Service

# Total Army Newsline...

*News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians*

*Compiled by Maj. Donna L. Walthall*

## Soldiers Advised to Protect MGIB Benefits

Confusion overtime-in-service requirements is causing hundreds of soldiers to lose their Montgomery GI Bill benefits. Failure to meet the time requirement by even one day results in forfeiture of the entire benefit, officials warned.

Under normal circumstances, soldiers must serve 24 months of a two-year enlistment, or 36 months of a three-or-more-year enlistment to be MGIB-eligible.

With early separations, a month of benefits accrues for each month served on active duty. But soldiers with a convenience-of-the-government discharge must serve 20 months of a two-year enlistment or 30 months of a three-or-more-year enlistment.

For more information on MGIB eligibility, contact your local educa-

tion counselor or write:  
**Commander, PERSCOM**  
**ATTN: TAPC-PDE-EI (Room 940)**  
**Alexandria, VA 22331-0472**  
*(ARNEWS)*

## Army-NCEA Pact to Open Doors for Veterans

The Army recently joined forces with an organization dedicated to giving minorities opportunities for placement as professors in colleges and universities nationwide.

The partnership will enable soldiers and civilian employees leaving the Army to provide further service to the nation as educators, not only at doctoral-level, but also from kindergarten through the 12th grade.

The National Consortium for Educational Access is affiliated with 53

doctorate-degree-granting institutions, 50 historically black colleges and universities, and seven Hispanic-serving institutions. As the NCEA broadens its scope to include non-minority and non-professorial teacher education and job placement, the Army Career and Alumni Program will link NCEA's established placement programs with the Army's pool of qualified personnel.

The two-year pilot phase of the program began June 10 with a symbolic signing of a memorandum of understanding by Acting Army Secretary John W. Shannon and NCEA President Leroy Erwin Jr. in Atlanta.

For more information on the NCEA, access the Army Employer and Alumni Network through the Army Career and Alumni Program at (800) 445-2049.  
*(ARNEWS)*

## POV Shipping Point Establishes 800 Number

A toll-free hotline is now available to soldiers shipping privately owned vehicles through the POV Processing Point at Oakland Army Terminal.

POV processing personnel will answer common shipping questions, such as those regarding arrival and departure dates and how to ship a POV. The hotline also will answer questions regarding military services available in the San Francisco Bay area.

This service is part of the Military Traffic Management Command's attempt to make life easier for soldiers, civilians and family members in transition.

## Officer Selection Board Schedule — Oct.-Dec. 93

The following board dates for 1993 have been released:

<u>Board</u>	<u>Dates</u>
Capt., Lt. Retention, Army	5-29 Oct.
Col., Medical/Dental Corps	12-22 Oct.
Lt. Col./Maj. SERB	26 Oct.-24 Nov.
Col. SERB	2-24 Nov.
Warrant Officer SERB	2-24 Nov.
Special Branch SERB	9-19 Nov.
Lt. Col., Army Med. Dept. Command	30 Nov.-10 Dec.
Col./Capt., Chaplain	30 Nov.-3 Dec.
Lt. Col., Cbt. Arms Command	30 Nov.-23 Dec.
Lt. Col., Cbt. Service Spt. Command	7-23 Dec.
Lt. Col., Cbt. Spt. Arms	7-23 Dec.
GO Army NG, Federal Recognition	14-17 Dec.

*(PERSCOM)*





The hotline is open weekdays from 8:30 a.m. to 3:30 p.m. PST, and can be reached by calling (800) 446-0443.

(ARNEWS)

## Army Upgrades Men's Green Short-Sleeve Shirt

The men's Army green short-sleeve shirt with convertible collar has been replaced with a shirt featuring a stand-up collar identical to that of its long-sleeve counterpart.

This design modification allows for greater standardization among the services and is in compliance with Department of Defense clothing and textile directives to reduce costs, logistics officials said. The policy for wear of the new shirt is the same as for its predecessor.

The new shirt is scheduled to arrive at stateside clothing sales stores in May and in overseas stores by June, officials said. The mandatory possession date for the new shirt is Oct. 1, 1999. It will become available as a basic issue item on a size-by-size basis in 1994, officials said. (ARNEWS)

## Advanced Civil Schooling Continues Officers' Education

Officers interested in advanced civil schooling may apply this fall for the fiscal year 1994 program. Every year about 480 slots are allocated for officers in their primary branch or functional areas, the West Point Instructor Program, the Foreign Area Officer Program and the Army Acquisition Corps.

To apply, the U.S. Total Army Personnel Command requires test results for the Graduate Record Examination or the Graduate Management Admission Test, official transcripts, a DA Form 1618-R, and a letter of acceptance.

Upcoming GRE test dates are: Oct. 9; Dec. 11; Feb. 5; April 9 and June 4. GMAT dates are: Oct. 16; Jan. 15; March 19; and June 18, 1994. Check with the local education center for test locations. Officers thinking about applying for ACS should take the GRE or GMAT as soon as possible, PERSCOM officials said.

For more information, officers should contact their Professional Services Branch at the Officer Personnel Management Directorate, Career Division, as follows:

**Total Army Personnel Command,**  
Appropriate office symbol (e.g., Combat Arms Division, TAPC-OPE-P)  
200 Stovall St.  
Alexandria, VA 22332

Judge Advocate General Corps officers should write to:

**Office of the Judge Advocate General**  
Attention: DAJA-PT  
Washington, D.C. 20310-2200

(ARNEWS)

## Somalia Vets Earn Medal

The Armed Forces Expeditionary Medal is now authorized for most troops who served in Somalia's Operation Restore Hope.

Approved May 17 by Gen. Colin Powell, chairman of the Joint Chiefs of Staff, the award may go to members of American units that participated in

the humanitarian mission from Dec. 5, 1992. The closing date of eligibility has not been determined. To see if you qualify for this medal, or for information on other awards or benefits from Somalia duty, contact your personnel service center. (ARNEWS)

## Korean Visas

The Korean Embassy announced a change to their visa requirements. Effective April; all travelers to Korea must now complete and sign one visa application. The U.S. Army Service Center for the Armed Forces will furnish these applications. Additional information is available by calling DSN 227-9620. (USASCAF)

## Electronic Generation of OERs and NCOERs

Officer Evaluation Reports (DA Form 67-8) and Noncommissioned Officer Evaluation Reports (DA Form 2166-7) were authorized to be produced and submitted on electronically generated forms this past March.

Additionally, the forms must be mirror images of the regular printed DA Forms. When held up to a light, the boxes must be the same size, and all lettering and lines must be as near a match as possible.

The NCOER may be printed on one sheet of paper, front and back, head to foot. It does not have to be on two pages of continuous feed paper as is the original DA Form 2166-7.

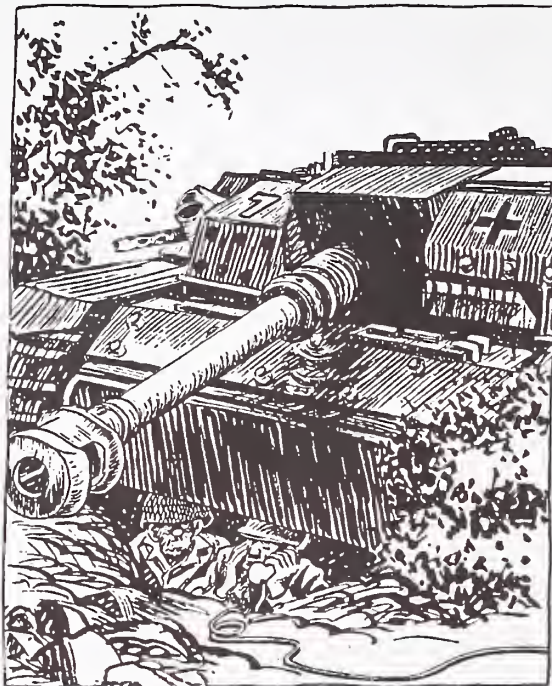
Any software obtained through authorized channels may be used, provided it meets the conditions above.

(PERSCOM)



## CLASSIC WWII HUMOR RETURNS

### WILLIE & JOE *Bill Mauldin*



*"Able Fox to Able Fox.  
I got a target, but ya gotta be patient."*

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

## WWII CHRONOLOGY, AUGUST 1943

**2** (Italy) Allied warning to Italian people of imminent invasion of Italy is broadcast from Algiers.

**5** (NGA) Munda airfield, main objective of central Solomons campaign, falls to XIV Corps after 12 days of fighting in well-fortified jungle.

**9** (M) Gen. Alexander directs Gen. Montgomery to seize bridgehead on Calabrian coast of Italy with current resources.

**11** (Sicily) Allied aircraft supporting the 15th Army Group are concentrating on enemy movements and evacuation points with good effect as enemy rapidly withdraws from Sicily to the Italian mainland.

**14** (Italy) Italian Government proclaims Rome an open city.

**15** (M) U.S. Fifth Army issues Outline Plan for Operation AVALANCHE.

**18** (Int.) Allied Combined Chiefs of Staff at Quadrant Conference in Quebec direct Gen. Eisenhower to send representatives to Lisbon to negotiate with the Italians for armistice.

**24** (Int.) Quadrant Conference at Quebec ends. OVERLORD, invasion of northwestern Europe, target date 1 May 1944, and POINTBLANK, Combined Bomber Offensive to destroy economic and military power of Germany as

prelude to OVERLORD, shall constitute the primary effort against Germany.

**25** (M) 15th Army Group: U.S. Fifth Army issues Field Order No. 1, putting outline plan for invasion of Italy into effect.

#### Event Locations:

- (Int.) International Conference
- (Italy) Italy
- (M) Mediterranean
- (NGA) New Georgia
- (Sicily) Sicily

*Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.*



# Calendar of Events

## August 1993

*National Eye Exam Month*  
*National Water Quality Month*  
*National Catfish Month*  
*Romance Awareness Month*

- 2-11 National Boy Scout Jamboree, Fort A.P. Hill, Va.
- 4-9 National Public Service Recognition Week
- 5 U.S. Army Security Coordination Detachment  
Change of Command
- 12 ☆ U.S. Army Intelligence and Security Command  
Change of Command, Ceremony, Fort Belvoir, Va.  
*Honoring:*  
*Maj. Gen. Charles F. Scanlon, Outgoing Commander*  
*Maj. Gen. Paul E. Menoher Jr., Incoming Commander*
- ☆ Special Retirement Review, Fort Belvoir, Va.  
*In honor of Maj. Gen. Charles F. Scanlon*
- 20 INSCOM Day
- 23-25 Connelly Award, Maui, Hawaii
- 26 Women's Equality Day

## September 1993

*Hispanic Heritage Month*  
*Women of Achievement Month*  
*Be Kind to Editors and Writers Month*

- 2 INSCOM Support Battalion (Provisional)  
Change of Command
- 6 Labor Day (Federal Holiday)
- 20-26 MP Corps Anniversary Week
- 25 Army Intelligence Ball, Alexandria, Va.
- 28 CSA Supply Excellence Award, Pentagon

1993

JAN  
S M T W TH F S

1 2  
3 4 5 6 7 8 9  
10 11 12 13 14 15 16  
17 18 19 20 21 22 23  
24 25 26 27 28 29 30  
31

FEB  
1 2 3 4 5 6  
7 8 9 10 11 12 13  
14 15 16 17 18 19 20  
21 22 23 24 25 26 27  
28

MAR  
1 2 3 4 5 6  
7 8 9 10 11 12 13  
14 15 16 17 18 19 20  
21 22 23 24 25 26 27  
28 29 30 31

APR  
1 2 3  
4 5 6 7 8 9 10  
11 12 13 14 15 16 17  
18 19 20 21 22 23 24  
25 26 27 28 29 30

MAY  
1  
2 3 4 5 6 7 8  
9 10 11 12 13 14 15  
16 17 18 19 20 21 22  
23 24 25 26 27 28 29  
30 31

JUN  
1 2 3 4 5  
6 7 8 9 10 11 12  
13 14 15 16 17 18 19  
20 21 22 23 24 25 26  
27 28 29 30

JUL  
1 2 3  
4 5 6 7 8 9 10  
11 12 13 14 15 16 17  
18 19 20 21 22 23 24  
25 26 27 28 29 30 31

AUG  
1 2 3 4 5 6 7  
8 9 10 11 12 13 14  
15 16 17 18 19 20 21  
22 23 24 25 26 27 28  
29 30 31

SEP  
1 2 3 4  
5 6 7 8 9 10 11  
12 13 14 15 16 17 18  
19 20 21 22 23 24 25  
26 27 28 29 30

OCT  
1 2  
3 4 5 6 7 8 9  
10 11 12 13 14 15 16  
17 18 19 20 21 22 23  
24 25 26 27 28 29 30  
31

NOV  
1 2 3 4 5 6  
7 8 9 10 11 12 13  
14 15 16 17 18 19 20  
21 22 23 24 25 26 27  
28 29 30

DEC  
1 2 3 4  
5 6 7 8 9 10 11  
12 13 14 15 16 17 18  
19 20 21 22 23 24 25  
26 27 28 29 30 31

COMMANDER  
USA INSCOM  
ATTN: IAPAO  
FORT BELVOIR, VA 22060-5370



# Computer Terminology

Computers, once thought of as something from the future, are found in shopping centers, grocery stores, homes, schools and offices. How many computer terms can you find in this puzzle?

K L A S E R P R I N T E R S E G N I C N A D O W N S  
S R O T C E T O R P E G R U S G W O R K G N A T I R  
I N E C O M P U T E R S B Z T E R A W D R A H C C E  
D R L L A T I G I D O S C Y I H A P P Y O M K L E P  
I J I W T L S R O X E L P I T L U M K R F M S Q Z P  
N S G U A T A W E S E P A T T E K R E E L O R M T A  
I U H P N S T R C S E D O C X E U O Y L O C O G U L  
M T T R L E E M E T S E U Q Y S N L B U P C S R P F  
L O P E L V M A M A G N I M M A R G O R P O S A T L  
P L E L E M Y Y R A N I B D R T S G A L Y I E P U O  
Y A N I J O R I S P O E C O M O G E R M D N C H O W  
A T O P S M O D E M T S T I B G S L D I I P O I F C  
W O R M B M M O S Q E A X W I U L R S D S U R C R H  
N S R O A Y E S U S M A R G O R P K U M K T P S E A  
U S O C S E M A R F N I A M Y R D L S C O L D L E R  
R E T N I R P X I R T A M A N R K T E I A E R A L T  
A N I Q C P A S V I C E L N I O C H Y N D G O N A P  
C I N E L A E G Y A L P O V I C E G O N E I W I N G  
E P O C M L R S R O S S E C O R P I T L U M N M C L  
R P M A I G A E L I C F A T H E R L I N E S A R E A  
S A T F T O S O D A P O P O R S O F T W A R E E G O  
E V I R D E P A T S E N I T U O R B U S Z P O T S L

*Words may be read straight across, backward, up, down or diagonally.*

BASIC  
CODES  
CRT  
DISPLAY  
FLOPPY DISK  
INPUT  
LIGHT PEN  
MATRIX PRINTER  
MODEM  
MULTIPROCESSORS  
RAM  
SURGE PROTECTOR  
WORD PROCESSORS

BINARY  
COMMAND  
CURSOR  
DOS  
FLOWCHART  
LIGHT  
LOCAL AREA NETWORK  
MEMORY  
MONITOR  
OUTPUT  
SOFTWARE  
TAPES

BIT  
COMPILER  
DIGITAL  
FILES  
KEYBOARDS  
LAPTOP  
MAGNETIC  
MENU  
MOUSE  
PROGRAMMING  
SUBROUTINES  
TERMINALS

BYTE  
COMPUTERS  
DISK DRIVE  
GRAPHICS  
HARDWARE  
LASER PRINTERS  
MAINFRAME  
MINIDISK  
MULTIPLEXORS  
PROGRAMS  
TAPE DRIVE  
VIRUSES